



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À :**

Bid Receiving/Réception des soumissions

**Email / Courriel : [urp-bru@international.gc.ca](mailto:urp-bru@international.gc.ca)**

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Proposal To:** Department of Foreign Affairs Trade and Development.

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

**Proposition aux:** Ministère des Affaires étrangères, commerce et développement

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toutes feuilles ci-annexées, au(x) prix indiqué(s).

**Comments - Commentaires**

**Issuing Office – Bureau de distribution**

Foreign Affairs, Trade and Development / Affaires étrangères, commerce et développement, SPBC  
200 Promenade du Portage,  
Gatineau, QC

<b>Title / Titre</b> Field Support Services Project (FSSP) - Mali		<b>Date</b> May 12, 2022
<b>Solicitation No. / N° de l'invitation</b> 2022-P-009681-1		<b>Amendment No. – No de la modification: 001</b>
<b>Client Reference No. / No. de référence du client(e)</b> 2022-P-009681-1		
<b>Solicitation Closes / L'invitation prend fin</b> <b>At / à :</b> 14H00 EDT (Eastern Daylight Time) / HAE (Heure Avancée de l'Est) <b>On / le :</b> May 27th 2022		
<b>F.O.B. / F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>		
<b>Destination of Goods and Services / Destinations des biens et services</b> Department of Foreign Affairs, Trade and Development (DFATD)/ Ministère des Affaires étrangères, commerce et développement (MAECD)		
<b>Address Inquiries to : / Adresser toute demande de renseignements à :</b> Pierre Rocan Senior Contracting Management Services Officer Development Contracting and Management Services (SPBC) <b>Email / Courriel:</b> Pierre.Rocan@international.gc.ca		
<b>Delivery Required / Livraison exigée</b> See herein	<b>Delivery Offered / Livraison proposée</b> Voir en ceci	
<b>Vendor Name, Address and Representative / Nom du vendeur, adresse et représentant du fournisseur/de l'entrepreneur</b>		
<b>Telephone No. / No. de téléphone</b>	<b>Facsimile No. / No. de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor (type or print) / Nom et titre de la personne autorisée à signer au nom du fournisseur (taper ou écrire en caractères d'imprimerie)</b>		
<b>Signature</b>	<b>Date</b>	



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**PART 1 - GENERAL INFORMATION**

**1.1 Security Requirements**

There is no security requirement associated with this bid solicitation

**1.2 Statement of Work**

The Contractor must performed the work in accordance with the Statement of Work at Annex "A".

**1.3 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing or by telephone.

**1.4 Trade Agreements**

The requirement is subject to the, Atlantic Procurement Agreement, Canada-Chile Free Trade Agreement (CCFTA), Canada-Colombia Free Trade Agreement, Canada-Peru Free Trade Agreement (CPFTA), World Trade Organization-Agreement on Government Procurement (WTO-AGP), Canada-Panama Free Trade Agreement, Canada-Korea Free Trade Agreement (CKFTA), Canada - Ukraine Free Trade Agreement (CUFTA), Canada - European Union Comprehensive Economic and Trade Agreement (CETA), Canada-Honduras Free Trade Agreement, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and the Canadian Free Trade Agreement (CFTA).

**1.5 COVID-19 vaccination requirement**

This requirement is subject to the COVID-19 Vaccination Policy for Supplier Personnel. Failure to complete and provide the COVID-19 Vaccination Requirement Certification as part of the bid will render the bid non-responsive.



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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

The of Department of Foreign Affairs, Trade and Development (DFATD) is issuing this solicitation, therefore any reference to Public Works and Government Services Canada or PWGSC or its Minister contained in any term, condition or clause of this solicitation, including any individual SACC manual clauses incorporated by reference, will be interpreted as reference to DFATD or its Minister(s).

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 180 days

### 2.2 Submission of Bids

Bids must be submitted by the date, time and place indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile to DFATD will not be accepted.

### 2.3 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than Seven (7) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

### 2.4 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.



## 2.5 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
  - DFATD [Internal Review Mechanism \(IRM\)](#). Complaints should be submitted using the [IRM Enquiry Form](#).
  - Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.



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## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

Canada requests that the Bidder submit **all** its **email** bid in separately saved sections as follows and **prior to the bid closing date, time and location**:

**Section I: Technical Bid** (one soft copy in PDF format)

**Section II: Financial Bid** (one soft copy in PDF format)

**Section III: Certifications** (one soft copy in PDF format)

#### **Important Note:**

The Department of Foreign Affairs, Trade and Development (DFATD) requests that Bidders follow the format instructions described below in the preparation of their bid:

- Use a numbering system corresponding to that of the bid solicitation;
- The size of the e-mail, including all attachments should **not exceed 20MB**; otherwise, DFATD may not receive it. Should the e-mail exceed this size, Bidders are encouraged to compress the file before attaching them to the e-mail.

It is important to note that e-mail systems can experience transmission delays, block e-mails that exceed its size limit and block or delay e-mails that contain elements such as scripts, formats, embedded macros and/or links. Such emails may be rejected by DFATD's e-mail system and/or firewall(s) without notice to the Bidder or to DFATD.

For bids transmitted by email, DFATD will not be responsible for any failure attributable to the transmission or receipt of the email bid. DFATD will send a confirmation email to the Bidders when the submission is received.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.



## **Section I: Technical Bid**

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approaching a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

## **Section II: Financial Bid**

**3.1.1** Bidders must submit their financial bid in accordance with the instructions below and the "Basis of Payment in Annex "B").

The maximum funding available for the Contract resulting from the RFP is as indicated above (Applicable Taxes extra). Proposals valued in excess of this amount will be considered non-responsive. This disclosure does not commit DFATD to pay the maximum funding available.

### **3.1.2 Exchange Rate Fluctuation**

C3011T (2013-11-06) Exchange Rate Fluctuation.

### **3.1.3 SACC Manual Clauses**

## **Section III: Certifications**

Bidders must submit the certifications and additional information required under Part 5.



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## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### 4.1.1 Technical Evaluation

##### 4.1.1.1 Point Rated Technical Criteria

Refer to annex "D"

### 4.2 Basis of Selection

#### 4.2.1 Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of **90 points** for the technical evaluation criteria of component A) Personal which are subject to point rating. The rating is performed on a scale of **150 points**.
  - d. obtain the required minimum of **240 points** insert minimum number of points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **400 points** insert total number of available points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60% for the technical merit and 40% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained divided by the maximum number of points available multiplied by the ratio of 60 %.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40 %.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price round up, respectively. The total available points equal 135 and the lowest evaluated price is \$45,000 (45).



<b>Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		55 000,00 \$	50 000,00 \$	45 000,00 \$
<b>Calculations</b>	115/135 x 60 = 51.11	89/135 x 60 = 39.56	92/135 x 60 = 40.89	350/400 x 40 = 35
	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00	45/45 x 60 = 60
<b>Combined Rating</b>		83.84	75.56	80.89
<b>Overall Rating</b>		<b>1st</b>	<b>3rd</b>	<b>2nd</b>



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## PART 5 - CERTIFICATIONS

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Integrity Provisions – Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Additional Certifications Required with the Bid

##### 5.1.2.2 COVID-19 vaccination requirement certification

In accordance with the COVID-19 Vaccination Policy for Supplier Personnel, all Bidders must provide with their bid, the COVID-19 Vaccination Requirement Certification attached at **Annex "E"** to this bid solicitation, to be given further consideration in this procurement process. This Certification incorporated into the bid solicitation on its closing date is incorporated into, and forms a binding part of any resulting Contract.

### 5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame provided will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/canada/esdc-labour) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).



Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the “FCP Limited Eligibility to Bid” list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the “FCP Limited Eligibility to Bid” list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

### 5.2.3 Additional Certifications Precedent to Contract Award

#### 5.2.3.1 Status and Availability of Resources

SACC Manual clause [A3005T](#) (2010-08-16) Status and Availability of Resources

#### 5.2.3.2 Education and Experience

SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

SACC Manual clause [A3015C](#) (2014-06-26) Certifications - Contract

#### 5.2.3.3 List of Names for Integrity Verification Form

**Bidders must complete the List of Names for Integrity Verification form found in Attachment 1 to Part 5.**

#### 5.2.3.4 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

E-mail: \_\_\_\_\_

#### 5.2.3.5 Supplementary Contractor Information

Pursuant to paragraph 221 (1)(d) of the Income Tax Act, payments made by departments and agencies under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T4-A supplementary slip.

To enable the Department of Foreign Affairs, Trade and Development to comply with this requirement, the Contractor hereby agrees to provide the following information, which it certifies to be correct, complete, and fully discloses the identification of this Contractor:

- a) The legal name of the entity or individual, as applicable (the name associated with the Social Insurance Number (SIN) or Business Number (BN), as well as the address and the postal code:

\_\_\_\_\_



b) The status of the contractor (individual, unincorporated business, corporation or partnership):

\_\_\_\_\_

c) For individuals and unincorporated businesses, the contractor's SIN and, if applicable, the BN, or if applicable, the Goods and Services Tax (GST)/Harmonized Sales Tax (HST) number:

\_\_\_\_\_

d) For corporations, the BN, or if this is not available, the GST/HST number. If there is no BN or GST/HST number, the T2 Corporation Tax number must be shown:

\_\_\_\_\_

**5.2.4 Former Public Servant - Former Public Servant - Competitive Bid**

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum, payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

**Definitions**

For the purposes of this clause, "former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- an individual;
  - an individual who has incorporated;
  - a partnership made of former public servants; or
  - a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.
- "lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

**Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? Yes ( ) No ( )

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- name of former public servant;
  - date of termination of employment or retirement from the Public Service.
- By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the



published proactive disclosure reports in accordance with Contracting Policy Notice: 2019-01 and the Guidelines on the Proactive Disclosure of Contracts.

#### Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? Yes ( ) No ( )

If so, the Bidder must provide the following information:

name of former public servant;  
conditions of the lump sum payment incentive;  
date of termination of employment;  
amount of lump sum payment;  
rate of pay on which lump sum payment is based;  
period of lump sum payment including start date, end date and number of weeks;  
number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

### 5.2.5 Language Requirement(s)

The Bidder certifies that the propose resource for the position of the FSSP Project Manager possess an advance reading, oral interaction and writing proficiency in **French**.

The Bidder certifies that the propose resource for the position of the FSSP Coordinator possess an intermediate proficiency reading, oral interaction and writing proficiency in **French**.

#### **ADVANCED PROFICIENCY**

For the purpose of this RFP and resulting contract, an individual who is “advanced” **French** can, as a **minimum** perform the following:

##### **Advanced Reading Proficiency:**

Ability to understand texts dealing with a wide variety of work-related topics; ability to understand most complex details, interferences and fine points of meanings; ability to read with good comprehension specialized or less familiar material.

##### **Advanced Oral Interaction Proficiency:**

Ability to give detailed explanations and descriptions; ability to handle hypothetical questions; ability to support an opinion, defend a point of view, or justify an action; ability to counsel and give advice; ability to handle complex work-related situations.

##### **Advanced Writing Proficiency:**

Ability to write explanations or descriptions in a variety of informal and formal work-related situations; ability to write texts in which the ideas are developed and presented in which vocabulary, grammar and spelling are generally appropriate and require few corrections.

AND

#### **INTERMEDIATE PROFICIENCY**

For the purpose of this RFP and resulting contract, an individual who is “intermediate” **French** can, as a **minimum** perform the following:

##### **Intermediate Reading Proficiency:**

Ability to grasp the main idea of most work-related texts; ability to identify specific details; and ability to distinguish main from subsidiary ideas.

##### **Intermediate Oral Interaction Proficiency:**



Ability to sustain a conversation on concrete topics, give straightforward instruction and provide factual description and explanations; ability to report on actions taken; ability to understand and express hypothetical and conditional ideas.

**Intermediate Writing Proficiency:**

Ability to write short descriptive or factual texts; ability to deal with explicit information on work-related topics since they have sufficient mastery of grammar and vocabulary; ability to communicate the basic information, but the text will require some corrections in grammar and vocabulary as well as revision for style.

**The following certification signed by the contractor or an authorized officer:**

"I certify that I have examined the information provided above and that it is correct and complete"

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name of Signatory



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## ATTACHMENT 1 TO PART 5 LIST OF NAMES FOR INTEGRITY VERIFICATION FORM

### Requirements

Section 17 of the [Ineligibility and Suspension Policy](#) (the Policy) requires suppliers, regardless of their status under the Policy, to submit a list of names with their bid or offer. The required list differs depending on the bidder or offeror's organizational structure:

- Suppliers including those bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all current directors.
- Privately owned corporations must provide a list of the owners' names.
- Suppliers bidding as sole proprietors, including sole proprietors bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all owners.
- Suppliers that are a partnership do not need to provide a list of names.

Suppliers may use this form to provide the required list of names with their bid or offer submission. Failure to submit this information with a bid or offer, where required, will render a bid or offer non-responsive, or the supplier otherwise disqualified for award of a contract or real property agreement. Please refer to [Information Bulletin: Required information to submit a bid or offer](#) for additional details.

List of names for [integrity verification form](#)



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## PART 6 - RESULTING CONTRACT CLAUSES

### 6.0 DEFINITIONS

In the Contract, unless the context otherwise requires:

"Applicable Taxes" means the Goods and Services Tax (GST), the Harmonized Sales Tax (HST), and any provincial tax, by law, payable by Canada such as, the Quebec Sales Tax (QST) as of April 1, 2013;

"Articles of Agreement" means the clauses and conditions incorporated in full text or incorporated by reference from the *Standard Acquisition Clauses and Conditions Manual* to form the body of the Contract; it does not include these general conditions, any supplemental general conditions, annexes, the Contractor's bid or any other document;

"Canada", "Crown", "Her Majesty" or "the Government" means Her Majesty the Queen in right of Canada as represented by the Minister of Public Works and Government Services and any other person duly authorized to act on behalf of that minister or, if applicable, an appropriate minister to whom the Minister of Public Works and Government Services has delegated his or her powers, duties or functions and any other person duly authorized to act on behalf of that minister;

"Contract" means the Articles of Agreement, these general conditions, any supplemental general conditions, annexes and any other document specified or referred to as forming part of the Contract, all as amended by agreement of the Parties from time to time;

"Contracting Authority" means the person designated by that title in the Contract, or by notice to the Contractor, to act as Canada's representative to manage the Contract;

"Contractor" means the person, entity or entities named in the Contract to supply goods, services or both to Canada;

"Contract Price" means the amount stated in the Contract to be payable to the Contractor for the Work, exclusive of Applicable Taxes;

"Cost" means cost determined according to Contract Cost Principles 1031-2 as revised to the date of the bid solicitation or, if there was no bid solicitation, the date of the Contract;

"Government Property" means anything supplied to the Contractor by or on behalf of Canada for the purposes of performing the Contract and anything acquired by the Contractor in any manner in connection with the Work, the cost of which is paid by Canada under the Contract;

"Party" means Canada, the Contractor, or any other signatory to the Contract and

"Parties" means all of them;

"Specifications" means the description of the essential, functional or technical requirements of the Work in the Contract, including the procedures for determining whether the requirements have been met;

"Total Estimated Cost", "Revised Estimated Cost", "Increase (Decrease)" on page 1 of the Contract or Contract Amendment means an amount used for internal administrative purposes only that comprises the Contract Price, or the revised Contract Price, or the amount that would increase or decrease the Contract Price and the Applicable Taxes as evaluated by the Contracting Authority, and does not constitute tax advice on the part of Canada;

"Work" means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the Contract.



The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

## 6.1 Security Requirements

6.1.1 There is no security requirement applicable to the Contract.

### 6.1.2 Security Measures

- (a) It is the sole responsibility of the Contractor to conduct a security assessment and take any and all necessary measures to ensure its own security and the security of its Personnel. If the Contractor determines that a security plan is necessary, the Contractor will develop, adapt and implement a security plan based on international best practices in this area, taking the following into consideration:
- i. Security related issues and challenges in general, and within the Project area;
  - ii. Local customs, laws and regulations;
  - iii. Restrictions and protocols for movement in the Project area, where applicable;
  - iv. Security equipment and equipment-related protocols (vehicles, communications, personal protective equipment, etc.), as required;
  - v. Security and Personnel safety protocols (guards, office, staff housing, the Project area, etc.);
  - vi. Evacuation, including emergency medical evacuation, procedures;
  - vii. Abduction/Missing person protocol(s); and
  - viii. Processes for security awareness updates, as required.
- (b) The Contractor should also put in place for itself and its Personnel, but not limited to, the following:
- i. Hospitalization and medical treatment arrangements;
  - ii. Mortuary affairs arrangements;
  - iii. Procedures for expected conduct and discipline;
  - iv. Health and safety protocols as well as insurance requirements; and
  - v. Critical incident management procedures, which should be in accordance with the Contractor's internal policies and harmonized, where practicable, with the Canadian Embassy consular procedures.

### 6.1.3 Subcontractors

The contractor must ensure that all its subcontractors are bound by compatible terms.

## 6.2 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

## 6.3 Standard Clauses and Conditions

**The of Department of Foreign Affairs, Trade and Development (DFATD) is issuing this solicitation, therefore any reference to Public Works and Government Services Canada or PWGSC or its Minister contained in any term, condition or clause of this solicitation, including any individual SACC manual clauses incorporated by reference, will be interpreted as reference to DFATD or its Minister(s).**

All clauses and conditions identified in the Contract by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.



### 6.3.1 General Conditions

6.3.1.1 [2035](#) (2021-12-02), General Conditions - Higher Complexity Services apply to and form part of the Contract.

6.3.1.2 Subsection 12 of [2035](#) (2021-12-02), General Conditions - Higher Complexity - Services– Invoice submission, is amended as follows:

#### Invoice submission

1. Invoices must be submitted in the Contractor's name (to be inserted at Contract award). The Contractor must submit invoices for each delivery or shipment; invoices must only apply to the Contract. Each invoice must indicate whether it covers partial or final delivery.
2. Invoices must show:
  - a. Contractor's Name and remittance physical address;
  - b. Contractor's CRA Business Number or Procurement Business Number (PBN);
  - c. Invoice Date;
  - d. Invoice Number;
  - e. Invoice Amount (broken down into item and tax amounts);
  - f. Invoice Currency (if not in Canadian dollars);
  - g. DFATD Reference Number (PO Number or other valid reference number);
  - h. Description of the goods or services supplied (provide details of expenditures (such as item, quantity, unit of issue, fixed time labour rates and level of effort, subcontracts, as applicable) in accordance with the Basis of Payment, exclusive of Applicable Taxes;
  - i. deduction for holdback, if applicable;
  - j. the extension of the totals, if applicable; and
  - k. if applicable, the method of shipment together with date, case numbers and part or reference numbers, shipment charges and any other additional charges.
3. Applicable Taxes must be specified on all invoices as a separate item along with corresponding registration numbers from the tax authorities. All items that are zero-rated, exempt or to which Applicable Taxes do not apply, must be identified as such on all invoices.
4. By submitting an invoice, the Contractor certifies that the invoice is consistent with the Work delivered and is in accordance with the Contract.

### 6.3.2 Supplemental General Conditions

[4014](#) (2021-11-29) Suspension of the work applies to and forms part of the Contract.

#### Suspension of the work

1. The Contracting Authority may at any time, by written notice, order the Contractor to suspend or stop the Work or part of the Work under the Contract for a period of up to 180 days. The Contractor must immediately comply with any such order in a way that minimizes the cost of doing so. While such an order is in effect, the Contractor must not remove any part of the Work from any premises without first obtaining the written consent of the Contracting Authority. Within these 180 days, the Contracting Authority must either cancel the order or terminate the Contract, in whole or in part, under section(s) 24 "Default by the Contractor" or 25 "Termination for convenience" of general conditions 2010B (2021-02-12).
2. When an order is made under subsection 1, unless the Contracting Authority terminates the Contract by reason of default by the Contractor or the Contractor abandons the Contract, the Contractor will be entitled to be paid its additional costs incurred as a result of the suspension plus a fair and reasonable profit.



3. When an order made under subsection 1 is cancelled, the Contractor must resume work in accordance with the Contract as soon as practicable. If the suspension has affected the Contractor's ability to meet any delivery date under the Contract, the date for performing the part of the Work affected by the suspension will be extended for a period equal to the period of suspension plus a period, if any, that in the opinion of the Contracting Authority, following consultation with the Contractor, is necessary for the Contractor to resume the Work. Any equitable adjustments will be made as necessary to any affected conditions of the Contract.

**6.4 Term of Contract**

**6.4.1 Period of the Contract**

The period of the Contract is from date of Contract to \_\_\_\_\_ inclusive.

**6.5 Authorities**

**6.5.1 Contracting Authority** (to be inserted at Contract award)

The Contracting Authority for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

Facsimile: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

E-mail: \_\_\_\_\_.

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

**6.5.2 Technical Authority** (to be inserted at Contract award)

The Technical Authority for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

Facsimile: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

E-mail: \_\_\_\_\_.

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

**6.5.3 Contractor's Representative** (to be inserted at Contract award)

The Contractor's Representative for the Contract is:



Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Address: \_\_\_\_\_  
  
 Telephone: \_\_\_\_\_  
 E-mail address: \_\_\_\_\_

**6.6 Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2019-01](#) of the Treasury Board Secretariat of Canada.

**6.7 Payment**

**6.7.1 Basis of Payment Cost Reimbursable: Limitation of expenditure *(to be inserted at contract award)***

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work, in accordance with the Basis of payment in Annex "B", to a limitation of expenditure of \_\_\_\_\_. Customs duties are subject to exemption and Applicable Taxes are extra.

**6.7.2 Limitation of Expenditure *(to be inserted at contract award)***

1. Canada's total liability to the Contractor under the Contract must not exceed \$ \_\_\_\_\_. Customs duties are \_\_\_\_\_ (insert "included", "excluded" or "subject to exemption") and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75% committed, or
  - b. four months before the contract expiry date, or
  - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,
 whichever comes first.
3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

**6.7.2.1 Limitation of Expenditure for Authorized Travel and Living Expenses**

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the [National Joint Council Travel Directive](#), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.



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The Technical Authority must authorize all travel, in advance.

All payments are subject to audit by the Government of Canada.

**Estimated Cost: \$ 250,000.00.**

### **6.7.3 Methods of Payment**

#### **6.7.3.1 Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **6.7.4 SACC Manual Clauses**

SACC Manual clause C2000C (2007-11-30) Taxes - Foreign-based Contractor

### **6.7.5 Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using the following Electronic Payment Instrument:

- a. Direct Deposit (Domestic and International).

### **6.8. Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

2. Invoices must be distributed as follows:

One (1) electronic copy must be forwarded to the Contracting Authority and the Technical Authority by the address shown at sections 6.5.1 and 6.5.2 of the Contract for certification and payment.

### **6.9 Certifications and Additional Information**

#### **6.9.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.



## 6.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

## 6.9.3 SACC Manual Clauses

SACC Manual clause [A3015C](#) (2014-06-26), Certification - Contract

## 6.10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

## 6.11 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions;
- (c) the general conditions;
- (d) Annex "A", Statement of Work;
- (e) Annex "B", Basis of Payment;
- (f) Annex "C", Security Requirements Check List;
- (g) the Contractor's bid dated \_\_\_\_\_ .

## 6.12 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

## 6.13 Basis for Canada's Ownership of Intellectual Property

6.13.1 All intellectual property rights vest with the Contractor.

6.13.2 The Contractor hereby grants Canada, the beneficiaries of the Project and any person designated by DFATD, notably in the disposal of assets plan, a worldwide, perpetual, irrevocable, non-exclusive, non-commercial, free-of-charge and royalty-free license, authorizing them to exercise all of the intellectual property rights in the Work and which:

- a. Authorizes them to do the acts reserved to the owner by the national law applicable to the Work or, if there is no law in a country where the license is exploited, the acts reserved to the owner by the applicable law in Canada; and
- b. Grant a free-of-charge and royalty-free sublicense to any person, authorizing the sublicensee to do any or all of the acts mentioned in paragraph a.

6.13.3 The Contractor declares and warrants that the Work, an the exercise of the intellectual property rights granted under the Contract, in no way infringe upon the intellectual property rights of others or upon the legislation in force;



6.13.4 The obligations contained in this section must be reproduced in all sub-agreements and subcontracts.

#### **6.14 Dispute Resolution**

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute. The [Internal Review Mechanism \(IRM\) is available to facilitate dispute resolution. The Contractor may submit its complaint using the IRM Enquiry Form.](#)
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

#### **6.15 Public Recognition**

- 6.15.1 In consultation with DFATD, the Contractor must ensure visibility and provide public recognition of Canada's support to the Project in publications, speeches, press releases, websites, social media or other communication material. This must be done in a manner compliant with [Canada's Federal Identity Program](#).
- 6.15.2 The Contractor must plan for, and report on its public recognition activities in accordance with the reporting requirements of the Contract. The Contractor must supply DFATD with a copy of any written or electronic material acknowledging DFATD's support or information on its public recognition activities. DFATD may provide content and input into any supporting communication material.
- 6.15.3 The Contractor must provide at least fifteen (15) days advance notice to DFATD, unless otherwise agreed upon, of any planned initial public announcement of Canada's support. Prior to the initial announcement or until such time that DFATD publishes the Project in the public domain, communications activities must be limited to routine communications associated with Project implementation. DFATD will have the right to make the initial public announcement or participate in any official ceremony, public event or announcement made by the Contractor.
- 6.15.4 All public materials issued jointly by DFATD and the Contractor must be judged acceptable by both Parties and will be made available in both English and French.
- 6.15.5 After consultation, DFATD or the Contractor may request to cease all public recognition activities inter alia for security, programming or other compelling reasons. DFATD and the Contractor will consult each other to determine when the public recognition activities may resume.

#### **6.16 Environmental Considerations**

As part of Canada's policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired, Contractors should:

- a) Paper consumption:



- 
- Provide and transmit draft reports, final reports in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
  - Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainably managed forest.
  - Recycle unneeded printed documents (in accordance with Security requirements).

b) Travel requirements:

- The Contractor is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Contractors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, Contractors can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honour the pricing for Contractors.
- Use public transportation or another method of green transportation as much as possible.

**6.17 Disposal of Assets**

- 6.17.1 Equipment, and materials purchased by the Contractor wholly or partly with funds provided by DFATD, will be the property of the Contractor until transferred to a Recipient Country or another approved entity in accordance with the approved disposal plan and will be marked accordingly by the Contractor until such transfer.
- 6.17.2 At the time of submission of the final report, or as required at any other time, the Contractor will make available to DFATD an inventory of such equipment, and materials along with a plan for disposal, and will at no cost transfer such equipment and materials to the Recipient Country or another entity following DFATD's approval of the disposal plan.



## ANNEX "A" - STATEMENT OF WORK

### List of abbreviations

Africa CDC	Africa Centres for Disease Control and Prevention
AWP	Annual Work Plan
CEFM	Child, early and forced marriage
CFLI	Canada Fund for Local Initiatives
CREDD	Strategic Framework for Economic Recovery and Sustainable Development
DFATD	Department of Foreign Affairs, Trade and Development
FIAP	Feminist International Assistance Policy
FSSP	Field Support Services Project
GE	Gender equality
IWP	Initial Work Plan
LDI	Local Development Initiatives
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
ODAAA	Canada's <i>Official Development Assistance Accountability Act</i>
SDDCI	Sustainable Development and Inclusive Growth Strategy
SDG	Sustainable Development Goal
SRHR	Sexual and reproductive health and rights
UNDP	United Nations Development Programme

### 1.0 BACKGROUND

In line with Canada's Feminist International Assistance Policy (FIAP), Canada's international assistance puts women and girls at the centre of its interventions, as well as the well-being and rights of vulnerable and marginalized people. A feminist approach does not limit the focus of **Canada's** efforts to women and girls; rather, it is the most effective way to fight the root causes of poverty that can affect everyone: inequality and exclusion. Our priorities will be strengthened by work in the following action areas:

To promote **human dignity**, **Canada** supports access to quality health care, nutrition and education, as well as principled, timely, needs-based humanitarian assistance that better addresses the specific needs and potential of women and girls.

To foster **growth that works for everyone**, **Canada** will help improve women's access to economic opportunities and resources. Inclusive growth is essential for sharing the benefits of and accelerating growth. It helps generate the domestic resources and capacity needed to address development challenges and eradicate poverty. This will help women and girls achieve the economic independence they need to take control of their lives.

To **promote the environment and climate action**, **Canada** supports government planning and initiatives designed to mitigate the effects of climate change and help the population adapt to them. Furthermore, **Canada** encourages women to take leadership in decision making and will create economic opportunities for women in clean energy.

To support **inclusive governance**, Canada is working to end gender discrimination by promoting and protecting human rights, advancing the rule of law and building stronger institutions. **Canada** is also encouraging greater political participation by women and girls.

To help strengthen global **peace and security**, **Canada** supports greater participation of women in peacebuilding and post-conflict reconstruction efforts. **Canada** is also helping to increase



women's representation in the security sector and enforces a zero-tolerance policy for sexual violence and abuse by peacekeepers.

The FIAP is part of a suite of existing international strategies guided by Canada's overarching feminist foreign policy, which also includes the progressive trade agenda, the second National Action Plan on Women, Peace and Security, and Canada's defence policy, "Strong, Secure, Engaged." **Canada** will pursue a coherent approach that draws on diplomacy, trade, development and security assets, and that leverages the expertise of a broad range of government departments and agencies.

Mali, Niger and Chad are undergoing multiple political transitions, and significant reforms are needed to achieve sustainable democratization gains and shared economic benefits, as well as to establish peace. Mali, Niger and Chad are fully committed to achieving the targets of the Sustainable Development Goals (SDGs) but are faced with huge challenges in implementing initiatives that contribute to them, and they are lagging behind in progress on these targets. In Mali, the Strategic Framework for Economic Recovery and Sustainable Development (CREDD 2019–2023) is the current domestic development strategy, with the overall objective of promoting inclusive, sustainable development aimed at reducing poverty and inequality in a united and pacified country, based on potential and the capacity for resilience in achieving the 2030 Agenda. In Niger, the Economic and Social Development Plan (2017–2021) is the first 5-year plan for operationalizing the Niger 2035 Sustainable Development and Inclusive Growth Strategy (SDDCI) adopted by the Government of Niger. Consequently, its foundations are taken from the vision that informs that strategy, in which Niger asserts its firm commitment to transformation at all levels, particularly its desire to eradicate poverty and inequality. Chad is taking a strategic planning approach to its development based on a long-term vision that is set forth as follows: [translation] "Chad, a pacified nation unified in its cultural diversity, resilient in its transformed economy and offering a pleasant living environment for the well-being of all." Vision 2030, subtitled "The Chad we want," is organized into 3 national development plans (2017–2021, 2022–2026 and 2027–2030). The 2017–2021 National Strategy is anchored in national cohesion and the diversification of resources for sustainable economic growth that can create decent jobs and ensure every Chadian has equitable access to basic social services.

In recent years, Mali, Niger and Chad have made significant progress in the field of human development, but poverty rates remain among the highest in the world, particularly in rural regions. Gender equality (GE) indicators are among the lowest on the African continent, the countries are highly vulnerable to the effects of climate change and the climate of prolonged insecurity continues to affect a great many people, especially women and internally displaced populations.

For **Canada** to be able to offer effective, efficient and relevant development assistance in response to the complex challenges, needs and priorities of Mali, Niger and Chad in terms of development, security and humanitarian need, Canadian officials working in these 3 countries require access to local technical specialists, sector studies and strategies, information on sector- and initiative-level preparation and follow-up, and additional administrative and logistical support. To meet these needs, the Department of Foreign Affairs, Trade and Development (DFATD) has created the Field Support Services Project (FSSP) to provide the requisite technical, administrative, financial and logistical services and support. The FSSP will be managed by the contractor based in Bamako, Mali.

## 1.1 Development context

### 1.1.1 Mali

A vast country in the Sahel, Mali is a low-income country with a low rating based on global human development indicators. In 2020, it ranked 184th out of 189 countries on the Human Development Index. Substantial gender inequalities persist, and Mali has 1 of the highest maternal mortality rates (562/100,000) in the world because of limited access to complete, quality information and services in sexual and reproductive health. Mali has strong demographic growth (with a fertility rate of 5.9 children per woman in 2019) and a young population. While this holds potential, above all it represents a challenge, partly because the country is faced with rising unemployment and widening income inequalities. After some remarkable progress was made in elementary and secondary education rates between 2006 and 2011, those rates have declined steadily, aggravated by the security crisis in the country since 2012. Recent years have been



marked by the closure of many schools in central and northern Mali due to insecurity and the COVID-19 pandemic.

Mali has been experiencing a period of political instability and conflict since the 2012 coup and the occupation of the north by armed groups with various objectives, who see the north as an easily accessible refuge from which they can orchestrate their operations that extend beyond the country's borders into Niger. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) has been operating since July 2014. **Canada** supports MINUSMA through financial contributions, as well as police and military deployments. A great many Malians are dealing with significant tensions and falling victim to attacks by armed factions. Conflicts of diverse origins are intensifying, and the insecurity has gradually spread to the more populous regions in central Mali. Tensions and violent clashes between and within communities in the centre of the country, which are related to land tenure, access to resources and lack of governance, are intensifying due to corruption, militarization of self-defence groups and the weak presence of Malian security forces and authorities. The 2020 coup, following months of protests and public disorder by civil society, re-emphasized the importance of security issues in national politics. Endemic corruption is another factor amplifying the population's lack of confidence in their elected officials.

Population movements resulting from this insecurity are aggravating the deterioration of the humanitarian situation, particularly the food insecurity that is putting chronic pressure on thousands of people. Women and girls are among the main victims. Environmental degradation and the challenges associated with climate change are accentuating tensions between communities and increasing the vulnerability of populations, posing major risks to agriculture and food security. In particular, these challenges negatively affect economic development (notably in rural areas) through the loss of land fertility, pasture decline, intense pressure on natural resources, destruction of ecosystems and loss of biodiversity. Farming activities account for about 33% of GDP and employ close to 80% of the population. The climate of insecurity and the COVID-19 health crisis are causing a deceleration of economic growth in Mali, slowing down poverty reduction efforts. Access to land, financial services, training and markets for women farmers and entrepreneurs remains far inferior to that for men. Waste mismanagement and lack of hygiene, in particular with respect to drinking water and wastewater, are also worsening living conditions. Mali has become increasingly aware of the environmental issues affecting it and is attempting to come up with concrete solutions, particularly through government and civil society efforts.

Women's involvement in making decisions that affect them, including in peace and reconciliation processes, remains a major challenge. In spite of the country's good intentions to combat gender inequality,<sup>1</sup> the multidimensional crisis has halted the government's commitment to implement the National Gender Policy adopted in 2011. Since March 2012, the status of women in Mali has worsened considerably, especially given that women and girls are the primary victims of the conflict (in terms of gender-based violence and migration). Behaviours and mindsets remain very strongly influenced by customs and religion, which are based on the primacy and authority of the man in the family and in society.

Mali has signed and ratified most regional and international human rights treaties and conventions. However, the conflict has resulted in violence marked by human rights violations and abuses<sup>2</sup> that

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<sup>1</sup> Mali's commitment to combatting gender inequalities took shape through the creation in 1997 of the Ministry for the Promotion of Women, Children and Families (MPFEF) and the formulation of policy documents and strategic reference frameworks designed with its targets in mind, namely, the National Policy on Gender (PNG) in 2010, the National Policy for Child Promotion and Protection (PNPPE) in 2014 and the National Policy on Family (PNF) in 2015.

<sup>2</sup> The report of the U.S. Department of State on Mali summarizes the human rights situation in Mali in 2019 as follows: "Significant human rights issues included: reports of unlawful or arbitrary killings, including extrajudicial killings, by both government and nonstate actors; forced disappearance by government forces; torture by government forces; arbitrary detention by government forces; harsh and life-threatening prison conditions; the existence of criminal libel laws; substantial interference with the right of peaceful assembly; significant acts of corruption; unlawful recruitment and use of child soldiers by nongovernmental armed groups, some of which received support from the government; crimes involving violence against national and ethnic minorities; crimes involving violence or threats of violence targeting lesbian, gay, bisexual, transgender, or intersex (LGBTI) persons; violence against women and children,



weakened the social fabric, transformed relations between some communities, and undermined Malians' trust in those in authority. Socio-economic rights, such as the right to health and education, are also far from being realities.

Insecurity and the socio-political environment are risk factors for **Canada's** capacity to deliver its programming and meet its development, peace and security objectives. It is important to combat the factors that can contribute to the expansion of violent extremism, including social, economic, humanitarian and development challenges, while promoting social cohesion, a conflict-sensitive approach and the inclusion of vulnerable populations, especially women and youth.

Mali is fully committed to meeting the targets of the SDGs in collaboration with the commitment of the international community, but given the enormous challenges in implementing initiatives contributing to that end, it is critical to make international assistance to Mali more effective, beginning with better coordination among donors, management of public funds and improvement of the instability and insecurity prevailing in many parts of the country.

### 1.1.2 Niger

A landlocked semi-desert, Niger is 1 of the poorest countries in the world and is faced with serious underdevelopment, strong population growth and a low education rate. In 2020, Niger ranked last out of 189 countries on the Human Development Index. Substantial gender inequalities persist, and Niger has 1 of the highest maternal mortality rates (509/100,000) in the world because of limited access to complete, quality information and services in sexual and reproductive health. Niger has strong demographic growth (with a fertility rate of 6.9 children per woman in 2019) and a young population. While this holds potential, above all it represents a challenge, partly because the country is faced with rising unemployment and widening income inequalities. Niger also has the highest child marriage rate in the world, and women and girls are disproportionately affected by illiteracy. In conflict-affected areas, attacks on schools and threats against teachers have caused the closure of about 7% of schools and 9 colleges, resulting in at least 30,000 students no longer being in school; for them, the risks of dropping out or not achieving learning objectives are on the rise.

Like Mali and Chad, Niger is faced with many socio-economic, humanitarian and security challenges, especially in the 3-border region (with Mali and Burkina Faso) and in the Lake Chad Basin. The election of President Issoufou in April 2011 marked a return to constitutional order and stability after more than 2 years of political crisis. This political normalization has encouraged the resumption of disbursements from development partners and has helped significantly improve collaboration between the authorities and international organizations operating in Niger in the humanitarian as well as technical spheres.

Niger's economy is dominated by agriculture, as well as the extractive industries and informal trade activities. More than 80% of the population relies on the agricultural sector for subsistence. Climate change is ushering in increasing irregularity in the rainfall regime, which is preventing farmers from producing sufficient food, which in turn is reflected in widespread food insecurity and chronic malnutrition. This insecurity has had a negative impact on the agricultural sector of the Diffa region, with a substantial production decline in fishing and irrigated cultivation around the Lake Chad area. The economy has been seriously affected by the business climate, the weakness of infrastructures and the fragility of the security situation, factors acting to discourage investment. The COVID-19 pandemic is a burden on Niger's economy, particularly because of the increase in spending in the health sector and on social assistance to vulnerable households to mitigate the impact of the health crisis.

Gender inequalities continue to be a reality in Niger, as does gender-based violence. Early marriage is a major concern for the rights of girls. Niger has signed and ratified most regional and international human rights treaties and conventions. In spite of everything, however, socio-economic rights, such as the rights to health and education, are far from being realities. Niger has signed the 2030 Agenda for Sustainable Development adopted in September 2015 and is demonstrating a political will to achieve its target results. The 2030 Agenda is a follow-up to the Millennium Development Goals that Niger has worked hard to

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which was rarely investigated; slavery and trafficking in persons; and the disregarding of workers' rights through the use of exploitative labor, including child labor



implement. However, the government's capacities are limited, and coordination of all the donors will be necessary to speed up the impact of development in the country.

### 1.1.3 Chad

Chad is faced with a number of interdependent development challenges. In 2020, it ranked 187th out of 189 countries on the Human Development Index. Although the country had made progress in the struggle against poverty, where the national rate declined by 8% between 2003 and 2011, the number of people living under the poverty line increased from 4.7 million Chadians in 2011 to approximately 6.5 million in 2019, with a poverty rate of 46.7%. Substantial gender inequalities persist in all spheres of society because of structural causes, particularly certain cultural practices harmful to women and girls. Chad has 1 of the highest maternal mortality rates (1,140/100,000) in the world, a reality aggravated by the high number of early pregnancies (164/1,000 adolescent girls aged 15 to 19), which often come with complications for the girls. Chad has strong demographic growth (with a fertility rate of 5.7 children per woman in 2019). The country also has a significant deficit in human capital and skills in virtually every sector of the economy. The population is young, so it holds potential, but above all this represents a challenge, especially the high unemployment rate for new graduates.

Chad is also dealing with serious democratic and security challenges and suffering the negative economic effects of the decline in oil prices, which in 2019 accounted for 37% of budgetary revenues. Chad is a key player in regional security in terms of the conflicts in the Central African Republic, Mali and, more generally, the Sahel, as well as in response to the Boko Haram terrorist threat. Many armed groups are also present on its territory. Lack of economic diversification is a major issue in the struggle against socio-economic inequalities. Women's participation in the formal economy is limited, particularly by the lack of skills and access to financing. The government is forced to redirect its limited resources to the security sector to the detriment of other primary sectors (such as health and education).

Chad is highly vulnerable to the harmful effects of climate change, including the acceleration of desertification and the exsiccation of Lake Chad. The agricultural sector, already underexploited, is particularly affected by the changing climate conditions. Many conflicts between communities arise over access to limited resources. Rapid population growth is exerting increasing pressure on the exploitation of natural resources and exacerbating social tensions. A total of 6.4 million people are in need of emergency humanitarian assistance, representing close to a third of the population. Food insecurity is affecting 5.9 million people, 2.1 million of them acutely. Twenty percent of Chadian children will not see their fifth birthday, and 40% of children are affected by growth delays.

Chad's recent history is dotted by local, national and regional conflicts that have an impact on the establishment of solid institutions promoting political accountability and economic competitiveness. President Idriss Déby Itno and his party, the Patriotic Salvation Movement (MPS), have dominated Chadian politics since coming to power in December 1990. The new constitution, enacted in 2018, permits the president to serve, on the expiry of his current term in 2021, for 2 further consecutive 6-year terms. Poor governance is definitely a major fragility factor, reducing public resources, capacities and the political interest of decision makers in permanently supporting action in favour of the poor.

Chad has signed and ratified most regional and international human rights treaties and conventions. In spite of this, according to the latest human rights report by the U.S. Department of State, Chad has various human rights problems, including abuses committed with impunity by security forces, harsh prison conditions, and discrimination and violence against women and children. Other major human rights abuses are arbitrary executions, use of torture by security forces, arbitrary arrest and detention, incommunicado detention, lengthy pretrial detention, denial of the right to a fair trial, and executive influence over the court system. Child abuse, including female genital mutilation/cutting, has also been reported.

Gender equality is a major issue in Chad. Child, early and forced marriage (CEFM) is a widespread practice in Chad, where close to 7 in 10 girls are married before they turn 18. Following a national campaign to end this practice, launched in 2015 under the direction of Chad's president and first lady, and as part of the African Union campaign, President Déby Itno had a law passed in June 2015 banning the marriage of children under 18. In December 2016, Chad adopted a reform of its penal code banning the death penalty as well as marriages of persons under 18 years of age.



Chad signed the 2030 Agenda for Sustainable Development, adopted in September 2015, and is demonstrating the political will to achieve its target results. However, the government's capacities are limited, and coordination of all the donors will be necessary to speed up the impact of development in the country. The FSSP is a critical component of this endeavour.

## 1.2 DFATD development programming context

### 1.2.1 Programming context in Mali, Niger and Chad

**Canada** is helping to ensure that Mali, Niger and Chad make significant progress in meeting the international and domestic commitments it has made in these areas and in meeting the SDGs. In contexts of fragility and crisis, there can be no sustainable development without guaranteeing peace and stability, and there can be no peace without action on the social, political and environmental determinants of crises. There are many programs within DFATD that contribute to the coherent implementation of **Canada's** international assistance envelope in Mali, Niger and Chad. Through a coordinated approach along the humanitarian, development, and peace and security nexus, **Canada** is strengthening efforts to place women and girls at the centre of its development assistance activities and is promoting human dignity, growth that works for everyone, and inclusive governance.

The Global Issues and Development Branch contributes to the achievement of DFATD's results in Mali through its involvement with global partners. For the 2019 to 2020 period, this branch provided \$15.77 million in long-term institutional support to multilateral organizations operating in Mali, \$11.43 million to those operating in Niger and \$8.31 million to those operating in Chad. Its key partners include the following organizations: the World Bank, UNICEF, the UNDP and the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Gavi Alliance, Population Services International (PSI), the Global Environment Facility, the Global Partnership for Education, Education Cannot Wait, the Green Climate Fund, the International Fund for Agricultural Development, Nutrition International, the Global Financing Facility for Women, Children and Adolescents (GFF), and the Organisation internationale de la Francophonie. The main sectors of intervention for **Canada's** development assistance are health, nutrition, education, child protection, food security, economic growth, and environmental protection and the fight against climate change.

In the context of the COVID-19 pandemic, **Canada** has been significantly involved in the global system for access to vaccines: the COVAX Facility, that is, the collective global supply mechanism for vaccines against COVID-19, co-managed by Gavi, the Vaccine Alliance, and designed to facilitate fair access for participating countries and help put an end to the acute phase of the pandemic. The COVAX Facility has 2 windows: a self-funding window for high-income economies and an Advance Market Commitment (AMC) window to support low- and middle-income economies. The COVAX mechanism is designed to provide up to 1.3 billion doses of vaccine to eligible economies, including Mali, Niger and Chad. These doses will help to cover up to 20% of an economy's population, first of all targeting health care workers and high-risk individuals. In 2020, **Canada** provided about \$250 million to support the purchase of COVID-19 vaccines under the COVAX AMC. An additional \$75 million was also provided to support the delivery and distribution of COVID-19 vaccines in the 92 economies eligible for the AMC and to help set up a mechanism for sharing surplus supply with other countries.

In addition, DFATD is monitoring the situation in Mali, Chad and Niger and responding to the humanitarian crises based on most urgent need. In 2020, **Canada** disbursed \$7.3 million to experienced humanitarian partners to deal with the effects of the conflicts, displacements and food insecurity in Mali, especially in the central and northern regions. The funding helped to support food and nutritional aid, health care, water and sanitation, emergency modes of subsistence and protective services. **Canada** also provided more than \$14.4 million to the humanitarian response in Niger through UN agencies and the Red Cross in 2020. This funding helped to offer emergency humanitarian assistance in sectors such as food aid and shelter for populations affected by conflict, displacements and food insecurity in Niger. This also includes World Food Programme (WFP) initiatives aimed at building community resilience and offering school meals for children.

Over the years, Chad has been faced with interconnected humanitarian crises in a context of chronic poverty, food insecurity and weak economic and social development. In 2020, DFATD provided



\$12.05 million in humanitarian assistance to Chad through experienced humanitarian partners such as the UNHCR, the ICRC and CARE Canada to contribute vital aid to populations affected by insecurity and displacement, including in the Lake Chad region. This includes support for health care, nutrition, food security, water supply, hygiene and protection, and support to the WFP for school feeding in emergency and prolonged crisis situations.

The Pan-Africa Regional Development Program supports regional and Africa-wide initiatives from which Mali, Niger and Chad benefit as member states of the African Union. These initiatives support the priorities of the African Union's Vision 2063 and contribute directly to the achievement of development goals in fields such as inclusive governance, climate action, empowerment of women, intra-African trade and food security. For example, Mali, Niger and Chad benefit from **Canada's** financial support (\$2.5 million) to the Africa Centres for Disease Control and Prevention (Africa CDC) to speed up COVID-19 testing, step up continental testing efforts and lower transmission of COVID-19 in Africa. In addition, **Canada** supports Mali and Niger, as well as other African countries, in their battle against the spread of transmissible diseases and viruses through its financial support for the West Africa Regional Disease Surveillance Project (\$25 million, plus an additional \$5 million for the response to COVID-19). Through this project, Mali and Niger benefit from regional alignment and coordination activities, as well as training offered by the West African Health Organization, the Centres for Disease Control and Prevention and the World Health Organization. **Canada** also supports the multi-country pan-African initiative, valued at \$40 million over 5 years (2017 to 2022), implemented by African Risk Capacity (ARC) to help Mali, Niger, Chad and other countries better plan, prepare and respond in cases of extreme weather and natural disasters attributable to climate change.

The Partnerships for Development Innovation program supports Canadian non-profit and for-profit organizations that work in partnership with organizations in Mali and Niger to meet local needs, in particular those of the most marginalized populations. In 2019/20, the Partnerships for Development Innovation program supported 22 Canadian partner organizations in 21 projects delivered in whole or in part in Mali (\$11.04 million) and 4 in Niger (\$0.34 million). All of these initiatives complement bilateral priorities and sometimes target sectors other than those targeted by those priorities. The majority of the projects supported in 2019/20 targeted mainly the health sector, including maternal, newborn and child health and food security, followed by support for civil society and democratic participation, basic education, community development, and technical and vocational education. Multi-stakeholder partnerships, as well as the potential to implement projects on a larger scale, ensure the success and sustainability of Partnerships for Development Innovation programs.

The Peace and Stabilization Operations Program supports the implementation of the peace accord, peacekeeping operations and capacity building among peacekeeping personnel, the inclusion of women in the peace process, the strengthening of mechanisms for resolving community conflicts, and human rights. The program invested over \$30 million between 2016 and 2019 and will provide \$28 million for the period from 2019 to 2022 in Mali and the Sahel in support of civil society organizations, international non-governmental organizations (NGOs), the Malian authorities and the United Nations. **Canada** is also providing \$9.8 million to the MINUSMA Trust Fund (2016 to 2020) and supporting the deployment of 2 gender equality advisers to the mission. In Niger, **Canada** is supporting the government's efforts to mediate with armed groups. Mali, Niger and Chad also have the benefit of funding from the Canada Fund for Local Initiatives (CFLI), which is highly reactive to local needs and interests.

For further information about DFATD development programming in Mali, Niger and Chad, please visit the department's website and its Project Browser (see paragraph 6.0 for the links).

#### 1.2.1.1 Mali

**Canada** is a long-standing partner in promoting peace, security and sustainable development in Mali. Since 2000, **Canada** has provided over \$1.7 billion in international assistance to Mali, including \$125.14 million in the 2019/20 fiscal year.

Mali is 1 of **Canada's** main partners in Africa and within La Francophonie. It is also a country of focus for **Canada's** National Action Plan on Women, Peace and Security, which is designed to support the empowerment of women, management and women's participation in the peace and reconciliation process



and in security efforts in Mali. **Canada** and Mali established diplomatic relations in 1969 and continue to maintain a strong bilateral relationship more than half a century later, with a key foundation being **Canada's** development assistance program.

Canadian development assistance in Mali focuses on the following key areas: improving basic social services, such as sexual and reproductive health and rights, nutrition and basic education; promoting growth that works for everyone through agriculture, irrigation and access to inclusive financial services; and promoting gender equality and inclusive governance. This assistance falls under **Canada's** Feminist International Assistance Policy and has made it possible to achieve significant results in the fight against poverty and the improvement of Malians' living conditions.

### 1.2.1.2 Niger

Diplomatic relations between **Canada** and Niger are cordial, although limited, and are affirmed mainly within multilateral and regional forums, such as the Ouagadougou Partnership (family planning), and humanitarian assistance programs, multilateral aid programs in the health sector and military training. Between 2000 and 2018, **Canada** disbursed over \$482 million in international assistance to Niger through various regional and multilateral programs, including humanitarian assistance programs. Canadian international assistance mainly focuses on education and humanitarian assistance. In October 2020, **Canada** announced the creation of a new bilateral assistance program in Niger. This is a small program that will gradually grow over the years ahead.

### 1.2.1.3 Chad

In 2019/20, Canadian international assistance totalled \$23.44 million for Chad, focused mainly on humanitarian assistance. **Canada** also provides the country with training grants through the Canadian Francophonie Scholarship Program. In October 2020, **Canada** announced the creation of a new bilateral assistance program in Chad, a small program that will gradually grow over the years.

**Canada** continues to support regional and pan-African organizations through activities in Chad and regional programs in Africa in sectors such as intra-African trade, governance of natural resources, climate change and Chad's membership in the African Union. For example, Canada funds the African Trade Policy Centre of the United Nations Economic Commission for Africa, which helps countries like Chad increase their trade with other African countries through technical advisory services.

## 1.2.2 Links with DFATD's policy and programming framework

Throughout all its programming, and in accordance with Canada's *Official Development Assistance Accountability Act* (ODAAA), **Canada** strives to pursue aid effectiveness principles and deliver assistance that maximizes its impact on development and poverty reduction and promotes respect for human rights. In promoting the FIAP and improving aid effectiveness, DFATD maintains a focus on GE, accountability, value for money and results. The FSSP will support key elements of DFATD's commitment to the FIAP, SDGs and aid effectiveness based on the Paris Principles, in particular GE and women's and girl's empowerment, effectiveness and alignment.

**Canada's** commitment to strengthening aid effectiveness, achieving development results and demonstrating effective stewardship of public funds requires appropriate due diligence both prior to entering into agreements to transfer funds and throughout the life of a DFATD-funded initiative. Initiatives are assessed to determine the eligibility of specific organizations for funding or to determine the acceptability of using public financial management, procurement and reporting systems. This due diligence process is used to ensure that transfer payment programs are managed with integrity, transparency and accountability in a manner that is sensitive to risks, are recipient-focused and are designed and delivered to address **Canadian** government priorities in achieving results.

In addition, DFATD is bound by the *Anti-terrorism Act* and must therefore ensure that no Canadian funds are diverted to any terrorist entity listed by the Government of **Canada** (<https://laws-lois.justice.gc.ca/eng/acts/a-11.7/page-1.html>). To this end, DFATD assesses potential funding recipients, insists that all its agreements include appropriate anti-terrorism financing clauses and



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conducts regular monitoring of its investments (<https://laws-lois.justice.gc.ca/eng/regulations/SOR-2007-285/FullText.html>).

The FSSP will support key elements of DFATD's commitment to aid effectiveness, in particular effectiveness, efficiency, alignment, risk management and performance.

Effectiveness: DFATD's support to Mali, Niger and Chad through all aid channels is significant, and the programming environment is complex. Issues specific to the socio-political and economic context, including those related to ongoing or past conflict, inform decision making. Access to technical services is therefore essential to programming effectiveness and the achievement of sustainable results.

Efficiency: Security issues, conflicts and travel restrictions can affect day-to-day operations, particularly in insecure and conflict zones in Mali, Niger and Chad. Access to up-to-date information on current events and context, as well as timely and reliable support in that respect, are vital to the delivery of programming.

Alignment: By providing a platform for technical services, the FSSP enables DFATD's participation in a broad range of initiatives to help Mali, Niger and Chad to reform and strengthen the effectiveness of their governance and institutional systems, coordinate sector support, facilitate policy dialogue and build inclusive partnerships. In addition, the FSSP supports the implementation of Canadian policies related to the promotion of GE, environmental sustainability and aid effectiveness.



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## Section 1 to Annex A – Project Description

### 2.0 PROJECT DESCRIPTION

#### 2.1 Description of the Field Support Services Project (FSSP)

The bilateral programs in Mali, Niger and Chad, hereafter the “**programs**,” rely on the outsourcing of support services to offer available local knowledge and expertise through the Field Support Services Project, hereafter the “**FSSP**,” in the **recipient country**, defined as being Mali and, as necessary, in Niger or Chad, in order to help DFATD meet its development commitments and obtain the outcomes sought. To this end, the FSSP is divided into 3 streams:

The services stream provides administrative, financial, goods and services procurement, logistical and transportation services, **program** delivery support, planning, **program** monitoring, and sound, evidence-based reporting for development **programming** in support of Canadian priorities.

The technical specialists stream includes support for the procurement of technical specialists, including for technical and strategic analyses and advice in line with **Canada’s** priority development themes, sectors and initiatives, including cross-cutting issues. This will make it possible to carry out knowledge- and research-sharing initiatives, monitor investments (particularly by reporting on results), record lessons learned and risk assessments, and support emerging priorities.

The Local Development Initiative (LDI) Fund stream offers financial assistance to help with the implementation of local development initiatives in key sectors relevant to Canadian assistance **programming**. It allows **Canada** to support small, targeted interventions in keeping with **Canadian** development priorities.

The FSSP takes account of lessons learned from other operational projects and will, overall, support the delivery of **Canadian** development **programs**. It will permit DFATD to continue to refine its understanding of issues specific to the social, political and economic context, including those related to current or past conflicts, in order to inform decision making in terms of management and planning, as well as to improve the quality of delivery of its **programs**, which will benefit the citizens of the **recipient countries**. Among other things, the FSSP will support the implementation of initiatives contributing to **Canada’s** commitments to global health, including sexual and reproductive health and rights, as well as to the education of women and girls in the 3 countries.

#### 2.2 Expected results

The ultimate outcome of the FSSP will be increased attainment of the expected results for **Canadian programs** and policies.

The expected intermediate outcomes are as follows:

- 1) increased relevance of **Canadian programming** to humanitarian and local development plans and priorities and the challenges faced by the most marginalized and vulnerable groups, including women and girls, in all of their diversity
- 2) increased effectiveness and gender sensitivity in **program** delivery throughout the program’s life cycle based on results by key stakeholders
- 3) sustained promotion of GE by organizations, movements and platforms that defend the rights of women and girls

To obtain these results, the FSSP must provide a range of activities in support of effective **program** implementation in its key spheres of action, especially GE, inclusive governance, human dignity (health and education), child protection and the fight against gender-based violence, and must take into consideration sectors with cross-cutting themes, such as governance, gender, the environment, and the conflict and fragility lens.



### 2.3 FSSP location

The **FSSP office** must be based in Bamako, Mali, offering services to **recipient countries**. For logistical purposes, all **personnel** of the **contractor** must work in Bamako, Mali, to ensure proximity to the **Canadian embassy where the DFATD technical authority** is based. The activities of the FSSP must be implemented in all **programming** sectors (see point 1.2.1).

### 2.4 Project governance

FSSP governance refers to the overall structure of the department's governance of FSSPs and to the FSSP management framework, as well as the financial and administrative management of the LDI Fund, including the roles and responsibilities of key FSSP stakeholders.

#### 2.4.1 Contractor

The **Contractor** must:

- a) Plan, manage and implement the FSSP, including the LDI Fund, in order to attain the DFATD program/project results, in consultation with the department and in accordance with the **contractor's** specific mandate
- b) Prepare and draft all documents related to the FSSP, indicated in the **contractor's** specific mandate (see paragraph 8, Documentation and reporting)
- c) Provide the services in accordance with the Annual Work Plan approved by DFATD
- d) Collaborate with DFATD and DFATD partners in assessing needs and setting priorities
- e) Identify, hire and manage appropriate and relevant resources, including **technical specialists**, as required
- f) Undertake appropriate measures to ensure cost-effectiveness and proper resource use
- g) Manage FSSP performance and ensure products and deliverables meet the pre-defined statements of work or any other specifications

### 2.5 FSSP constraints

As with all DFATD and other donor projects, some constraints may affect FSSP implementation.

The FSSP will be implemented during a multidimensional crisis whose consequences could be damaging to many of **Canada's** security and economic interests and may also negatively affect its capacity to deliver its assistance program and achieve its development, peace and security goals. At the same time, the health crisis magnified by the global COVID-19 pandemic, compounding the issues of the political and security crisis, is also raising certain operational questions. While the political environment is considered relatively stable, the **recipient country** is still suffering from insecurity. This situation could deteriorate suddenly and unexpectedly. These are risks that the **contractor** should anticipate and will have to mitigate.

The FSSP must be implemented in accordance with Government of **Canada** and DFATD policies, regulations and guidelines. Refer to paragraph 2.7 below for links to relevant websites, including the anti-terrorism funding provisions of Canada's *Anti-terrorism Act*, adopted in 2001.

### 2.6 Risks

Managing risk in crisis or conflict-affected environments requires an increased focus on due diligence and a need for flexibility and adaptability. DFATD places emphasis on the importance of accurately defining the various types of risk that a project faces and developing impact and risk response strategies.

The multidimensional crisis and the health crisis magnified by the global COVID-19 pandemic demand that the nature and likelihood of the various risks that could have implications for the FSSP be considered and managed carefully. The development and periodic updating of a contingency plan are an important part of



the FSSP's risk management strategy. In addition, a conflict-sensitive approach as well as proactive and systematic risk planning should be integrated into all FSSP activities.

## 2.7 Links to relevant DFATD and Government of Canada documents

### 2.7.1 Department of Foreign Affairs, Trade and Development (DFATD)

DFATD's website is <https://www.international.gc.ca>.

There is a wealth of information on this website about DFATD policies, priorities, guidelines and cross-cutting themes, in addition to other relevant documents.

Some key subjects are as follows:

- a) Canada's Feminist International Assistance Policy: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/priorities-priorites/policy-politique.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng)
- b) Canada's engagement in Mali: <https://www.international.gc.ca/country-pays/mali/relations.aspx?lang=eng>
- c) Audit of the Implementation of Field Support Services Initiative: <https://www.international.gc.ca/gac-amc/publications/audits-verification/2019/ifssi-moisat.aspx?lang=eng>
- d) DFATD results-based management approach and guidelines, including integrated risk management: [http://international.gc.ca/world-monde/funding-financement/results\\_based\\_management-gestion\\_axee\\_resultats.aspx?lang=eng](http://international.gc.ca/world-monde/funding-financement/results_based_management-gestion_axee_resultats.aspx?lang=eng)
- e) DFATD Project Browser: <https://w05.international.gc.ca/projectbrowser-banqueprojets/?lang=eng>
- f) DFATD's Policy on Gender Equality: <https://www.international.gc.ca/world-monde/funding-financement/policy-politique.aspx?lang=eng>
- g) DFATD's Framework for Assessing Gender Equality Results: <https://www.international.gc.ca/world-monde/funding-financement/framework-cadre.aspx?lang=eng>
- h) DFATD's global environmental protection approach: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/environmental\\_protection-protection\\_environment/index.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/environmental_protection-protection_environment/index.aspx?lang=eng)
- i) DFATD's inclusive governance and democracy approach: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/human\\_rights-droits\\_homme/governance-gouvernance.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/governance-gouvernance.aspx?lang=eng)
- j) DFATD's approach to inclusion of marginalized people: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/human\\_rights-droits\\_homme/inclusion.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/inclusion.aspx?lang=eng)
- k) Canada's Policy for Civil Society Partnerships for International Assistance – A Feminist Approach: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/priorities-priorites/civil\\_policy-politique\\_civile.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/civil_policy-politique_civile.aspx?lang=eng)
- l) Canada's *Official Development Assistance Accountability Act*: <https://www.international.gc.ca/gac-amc/publications/odaaa-irmado/index.aspx?lang=eng>
- m) Canada's National Action Plan on Women, Peace and Security: [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/gender\\_equality-egalite\\_des\\_genres/cnap\\_wps-pnac\\_fps.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/cnap_wps-pnac_fps.aspx?lang=eng)

### 2.7.2 Governments of Mali, Niger and Chad

- a) Bidders will be sent the documents upon request.

### 2.7.3 Government of Canada

- a) Canada's *Anti-terrorism Act*: <http://laws-lois.justice.gc.ca/eng/acts/A-11.7/>
- b) Treasury Board Contracting Policy: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494>
- c) Treasury Board Policy on Transfer Payments: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=13525>



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## Section 2 to Annex A –

### Specific Mandate of the Contractor

#### 1.0 GENERAL SCOPE OF WORK

The **Contractor** is responsible for all aspects of FSSP implementation. The **contractor** shall render administrative, financial, procurement, logistical and transportation services and see to the administrative and financial management of the Local Development Initiatives (LDI) Fund, as necessary.

To implement and manage the FSSP, the **contractor** must:

- a. acquire and maintain sound and practical knowledge of and adhere to the various relevant policies, regulations, guidelines and procedures governing Government of **Canada** and DFATD development programming (see paragraph 2.7, Links to relevant DFATD documents, in the Project Description); and
- b. find out about and respect local laws, regulations and practices, including as regards human resource management and local contracting (for goods and services). The **contractor** must also be aware of current and planned local laws and regulations that might affect the FSSP and the **contractor's** ability to function in the FSSP countries of intervention.

#### 2.0 SCOPE OF SERVICES

##### 2.1 Description of the services

To help improve the efficiency of **program** and project work by stakeholders and the impact of **Canada's** international assistance **programs**, the **contractor** must render administrative, financial, and logistical and transportation services, undertake procurement of goods, services and **technical specialists** and provide administrative and financial management of the LDI Fund. The **contractor** will be the overall manager, administrator and coordinator, bringing together the various resources required to deliver the FSSP and will respond to the DFATD **technical authority's** requests in a timely fashion. The **contractor** will be responsible for carrying out activities required for the financial and operational administration of the FSSP. Services to be rendered will include, but are not limited to, the following:

##### 2.1.1 Administrative services

- a. Providing secretarial and administrative support services
- b. Developing an approach to include quality assurance in the management of services provided
- c. Ensuring compliance with schedules and client satisfaction
- d. Planning, developing and implementing FSSP work plans
- e. Setting up and maintaining an electronic and/or physical filing system for FSSP correspondence and supporting documentation, sorted according to FSSP needs and sector, thematic and administrative requirements
- f. Developing and maintaining databases (such as, but not limited to, databases on local NGOs, local consultants and other key contacts in the FSSP **recipient country**)
- g. Providing assistance and technical support for the preparation and delivery of multimedia presentations
- h. Providing advice to visiting missions and stakeholders on the structure and functions of local ministries and culturally appropriate modes of engagement
- i. Providing interpretation and translation services
- j. Providing other administrative services, as required



### 2.1.2 **Financial services** (managing funds in accordance with the generally accepted financial practices)

- a. Processing payments for staff, technical specialists and suppliers of goods and services procured under the FSSP
- b. Establishing an accounting and invoicing system
- c. Establishing budget priorities and resource allocation, and providing monitoring and control (review of budgets and financial reports) using financial management system software
- d. Providing ongoing information and advice on local economic indicators, such as inflation and the exchange rate, in support of DFATD programming
- e. Maintaining financial records and ensuring that all cost-related supporting documents are kept up to date
- f. Providing financial advice related to local laws and regulations, financial institutions and the reasonableness of estimated expenses for products or services in the **recipient country** to support compliance with DFATD financial policies and regulations
- g. Providing accounting and financial reconciliation services
- h. Providing financial reporting and auditing services
- i. Providing other financial services, as required

### 2.1.3 **Procurement services for goods and services**

- a. Providing procurement services for goods and services, including, but not limited to, the recruitment of technical specialists through local and international competitive processes
- b. Providing translation, interpretation or other services
- c. Developing and maintaining databases or lists of suppliers (companies and individuals) in various local and regional thematic and sectoral fields required in the FSSP region of intervention and conducting market research on the availability of local goods and services (including a list of qualified technical specialists), plus market rates and costs
- d. Negotiating, managing and administering contracts
- e. Developing contracting procedures, policies or manuals and procurement plans and models that take account of local legislation
- f. Preparing goods and services procurement plans and reports
- g. Monitoring and evaluating contracting activities
- h. Incorporating gender equality, environmental and governance considerations into contracting documents, etc.
- i. Developing and implementing processes for the administration of goods or services contracts, including, but not limited to, their amendment and termination
- j. Seeing to daily management, level of work and periodic reviews in order to determine client satisfaction with service quality
- k. Managing the schedule of deliverables, ensuring client satisfaction and setting up a dispute resolution mechanism



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- l. Developing and implementing selection methods and procedures for awarding non-competitive contracts
  - m. Planning, developing and implementing methods of evaluation and selection of service providers and suppliers through competitive processes.
  - n. Developing and implementing a physical and electronic filing system for correspondence and documentation to support procurement processes
  - o. Providing other procurement services, as required

The **contractor** must provide goods and services procurement services, which includes recruiting qualified **technical specialists** through fair and transparent selection processes, in accordance with the approved procurement plan and the procurement procedures and policies submitted as part of the FSSP's Initial Work Plan (IWP), Annual Work Plan (AWP) and Operating Procedures Manual (OPM). The DFATD **technical authority** will review and approve these procedures before the **contractor** undertakes procurement activities.

#### **2.1.4 Logistical services**

- a. Reserving accommodations
- b. Arranging transportation services (automotive, taxi service or air travel) ) for domestic and international travel
- c. Organizing or confirming appointments or meetings
- d. Booking meeting rooms with interpretation, videoconferencing and teleconferencing services
- e. Making all arrangements for training courses, seminars, conferences and other events
- f. Coordinating the punctual deployment of technical specialists to assist recipient governments or organizations
- g. Providing advice to parties designated by DFATD on obtaining permanent accommodation, utilities, security, permits and other official documents, including, but not limited to, identifying lodging suitable for both residential and office space, drafting and negotiating adapted lease agreements, while taking account of local standards and practices, as well as those of the city and the site of the assets concerned, and obtaining new telephone connections and/or moving telephones
- h. Assisting parties designated by DFATD with obtaining various government permits and documents, including, but not limited to, obtaining multiple entry visas, police registration, travel/exit permits, duty-free procurement and clearance of goods, registration of vehicles, permission to sell vehicles, cancellation of diplomatic licence plates, local driver's licences, export permits, and excise duty refunds for gasoline, etc.
- i. Planning, developing and implementing security services
- j. Planning, developing and implementing inventory verification for office space equipment and transportation services
- k. Providing other logistical services, as required

#### **2.1.5 Financial and administrative management of the LDI Fund**

The FSSP includes an LDI Fund that supports local development initiatives designed, among other things, to advance GE, the rights of women, girls and other vulnerable communities, and peace and security. The LDI Fund must be able to respond to local funding applications. LDIs are typically valued at between \$1,000 and \$50,000. These initiatives may be proposed by local civil society organizations, local non-profit NGOs, academic and research institutions, and think tanks. The initiatives must address local needs and be consistent with the FIAP and **Canada's** bilateral development strategy in the **recipient country**. The **contractor** must provide administrative and financial management of the LDI Fund according to a pre-approved governance structure reflected in the LDI Fund Operating Procedures Manual (OPM-LDI



Fund), in collaboration with the **technical authority**. Services to be provided by the **contractor** include, but are not limited to, the following:

- a. Developing outreach materials (for example, brochures, awareness documents and screening checklists) and coordinating publications related to the initiatives, including specific notices for calls for proposals
- b. Coordinating receipt of initiative proposals
- c. Conducting preliminary reviews of solicited or unsolicited proposals based on approved selection criteria in the OPM and formulating recommendations to DFATD for review and non-objection
- d. Conducting due diligence on short-listed proposals, for example, administrative and programming aspects, or providing support for this process, and documenting approval processes and funding decisions
- e. Documenting approval processes and funding decisions, and entering into and administering local financial instruments based on established templates used by the **contractor**, including the amendment and termination of such financial instruments
- f. Submitting information on the selected projects to the technical authority for review and non-objection
- g. Administering payments to recipients of the LDI Fund
- h. Monitoring initiative implementation, including conducting site visits, reviewing reports and making recommendations regarding payments to recipients
- i. Facilitating stakeholder coordination and knowledge sharing among LDI Fund recipients
- j. Seeing that records are kept concerning the LDI Fund
- k. Tracking and reporting on local development initiatives:
  - Supervising the development and review of key project documents, including operating procedures and annual work plans
  - Coordinating project tracking activities
  - Coordinating project evaluation activities
  - Coordinating project audits
  - Recruiting experts from the sector concerned to support tracking, evaluation and audit activities
  - Supervising initiative implementation, including by conducting site visits and reviewing reports
- l. Providing other support services, as required

### 2.1.6 Office space and equipment services

The **contractor** must provide office space and equipment that meet the minimum requirements of paragraphs 3.1 and 3.2.

### 2.1.7 Transportation services

Transportation services are to be exclusively provided for day-to-day needs, such as local transportation to attend meetings and follow up on projects as well as for missions in the **recipient country** that meet the minimum requirements of paragraph 3.3.

## 2.2 Project management

### a. Financial management

The **contractor** is responsible for the appropriate financial management of the FSSP. Among other duties, the **contractor** will be responsible for the following:



- Establishing information management systems to generate the financial data required for priority setting, allocation of human, materiel and financial resources, monitoring and controlling, using financial management software

*b. Quality assurance*

The **contractor** is responsible for the systematic monitoring, assessment and supervision of the various services rendered under the FSSP and for ensuring that those services are performed in accordance with quality standards that are acceptable to DFATD and meet the requirements of the **contract**.

The **contractor** is responsible for the quality of the **services** and deliverables produced by the **technical specialists** in terms of administrative compliance with DFATD requirements (quality of written and spoken language, layout, deliverables schedule, etc.). The primary responsibility of the **contractor** is to ensure a supply of quality **technical specialists** who meet DFATD expectations.

*c. Travel, project monitoring and meetings*

The **contractor** must work in all sectors of the **program** and might be obliged to travel within and outside Bamako.

FSSP **personnel** and the **technical specialists** must be able to meet with DFATD representatives, representatives of the Malian Authority and other stakeholders in Bamako, Mali, several times a month and as required by DFATD; periodic meetings and visits may also take place outside Bamako. To the extent possible, the **technical authority** will give a calendar week's notice of such periodic meetings and visits and will coordinate logistical aspects with the **contractor**.

Transportation **services** are permitted subject to the conditions outlined in paragraph 2.1.7 on the scope of **services**.

*d. Initial Work Plan and Operating Procedures Manual*

The **contractor** must produce an Initial Work Plan (IWP) and the FSSP Operating Procedures Manual (OPM) that includes the content described in paragraph 8.1.

*e. Annual Work Plans*

Annual Work Plan (AWP) preparation and updating are critical to the effective and cost-effective delivery of the FSSP. To that end, the **contractor**, together with DFATD and selected government ministries, must annually assess the **service** needs that are anticipated during the subsequent fiscal year (April 1 to March 31). Upon DFATD's approval of the AWP, the **contractor** must manage the FSSP in keeping with the AWP and must submit reports to DFATD as per the AWP. Changes to the AWP may be required during the year. Such changes, or the revised AWP, must be approved by the **technical authority**. See paragraph 6.1 below for the required content of the AWP and other reports.

*f. Service requests*

The **contractor** must provide services in a timely manner. Specific service requests will be initiated by DFATD through a written request to the FSSP manager by the technical authority. The manager of the PSAT must reply to the technical authority within a timeframe specified in the OPM.

*g. Reporting and invoicing for **services** rendered*

The **contractor** must track and attest to all **services** rendered, indicating to whom they were rendered, when, by whom and for which activity and development project. Any other relevant information requested by the **technical authority** must also be included. The **contractor** must obtain the signature of or an email from individuals acknowledging that they received the **services** in question.

### 3.0 OFFICE SPACE, EQUIPMENT AND TRANSPORTATION SERVICES

The **contractor** will provide an office space sufficient to accommodate up to ten (10) persons as well as the equipment transportation services and drivers that respond to the following requirements:



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### 3.1 Office space

- i) Location: must be in a secure environment and building, north of the Niger River in a district located between Hippodrome and ACI2000 inclusively.
- ii) Parking spaces: The parking spaces must be available for exclusive use of the FSSP and within a 5 minutes on foot from the office space
- iii) Essentials: office space must be well maintained daily, sufficiently soundproof and compliant with Malian occupational health and safety standards;
- iv) Accessibility: office space must be accessible and operational Monday through Friday from 7:00 am to 5:00 pm; when required by DFATD, on an exceptional basis, the office space must be accessible outside business hours and on Saturdays and Sundays
- v) Internet: must include access to high speed, secured Wi-Fi.

#### 3.1.1.1 Meeting room

Number: must include one (1) meeting room in the same building as the office space and able to accommodate at least 20 persons

#### 3.1.1.2 Workstations

Must have at least ten (10) workstations

### 3.2 Equipment

**3.2.1** The **contractor** must provide the necessary equipment and technologies for the office workstations and meeting room to function effectively.

### 3.3 Vehicles and drivers

**3.3.1** The **contractor** must possess three (3) vehicles for use as outlined in paragraph 2.1.7 and according to the terms provided in paragraph 3.1 iv) Accessibility.

- a) Each vehicle must be less than three years old at signature of the agreement.
- b) Each vehicle must be of SUV type or larger and
- c) must seat a minimum of five (5) people, including the driver

#### 3.3.2 Transportation Services

- i) Three (3) drivers must be available from Monday to Friday, from 7 am to 5 pm or by special request by DFATD outside of these normal working hours.
- ii) Driver must possess a valid driver's licence, can communicate in French.

## 4.0 CONTRACTOR RESOURCES FOR IMPLEMENTING THE FSSP

The **contractor** must provide all FSSP **personnel** with the workspace and equipment required to perform their duties. It will be possible for the FSSP **personnel** to work remotely.

### 4.1 FSSP Personnel

The **contractor** must provide **personnel** for the following positions:

#### 4.1.1. FSSP Manager

Based full time at the **project site**, the FSSP Manager provides support to the **contractor** in the overall management of the FSSP, with tasks that include the following:



- i. Ensuring the overall quality and management of all **services** offered by the FSSP and ensuring that these services meet DFATD expectations and needs
- ii. Defining the scope of the FSSP, deliverables and requirements, in collaboration with FSSP stakeholders
- iii. Identifying the FSSP risks, and developing and implementing emergency and mitigation plans
- iv. Directing the development and preparation of all key FSSP documents, including procurement plans, as part of development of the Initial Work Plan (IWP), Annual Work Plans (AWPs) and the Operating Procedures Manual (OPM) and the OPM of the LDI
- v. Determining needs in terms of financial, materiel or human resources, and schedules
- vi. Supervising **personnel** activities and monitoring completion of tasks related to administrative, financial, procurement, logistical and transportation **services**, including LDI Fund activities in the context of the FSSP
- vii. Regularly communicating with the technical authority at the Embassy of **Canada** to Mali, the recipient country's government authorities or representatives, and other key FSSP stakeholders
- viii. Developing and maintaining effective relationships with networks of key stakeholders (government, civil society, other donors, private sector)
- ix. Ensuring that the delivery of procurement **services** for goods and **services**, particularly procurement of **technical specialists**, is in line with local and international procurement processes as set forth in the OPM
- x. Supervising the activities of the **technical specialists** and monitoring completion of their tasks
- xi. Ensuring that activities of the FSSP and **technical specialists** are within the limits of the FSSP, the budget and the requirements of the IWP, AWPs, OPM and OPM-LDI Fund, and that they comply with all regulatory requirements
- xii. Ensuring the timely delivery of deliverables that conform to basic professional requirements and the details of FSSP and LDI Fund activities
- xiii. Providing support to LDI Fund recipients, as required
  - a) reviewing the reporting and invoicing for **services** rendered
  - b) ensuring the effective management and internal monitoring of FSSP progress and results, including dealing with issues or problems as they arise
  - c) ensuring maintenance of the FSSP record keeping and filing system
- xiv. Providing other related **services**, as required

#### 4.1.2. FSSP Coordinator

Based full time at the **project** site, the FSSP Coordinator provides support to the **contractor** in the coordination of administrative, financial, logistical, procurement services, and the management of the LDI. With tasks that include the following:

- i. Coordinating administrative and financial management services (namely, budgeting, data processing for decision making, budget allocation, use of accounting software, reporting)
  - Implementing accounting and billing systems
  - Checking invoices
  - Using accounting system software (QuickBooks, MultiView, Intacct, etc.)
  - Ensuring administration of timely payments to suppliers and/or contractors
  - Administering accounts payable and accounts receivable systems
  - Preparing financial reports
  - Reviewing financial reports to verify accuracy
  - Carrying out other relevant activities
- ii. Overseeing the monitoring and internal control of expenses (namely, maintenance of the project's financial records in accordance with recognized standards, monitoring systems and internal financial controls, audit of financial reports on local initiatives)



- Setting budget priorities
  - Generating financial data using accounting system software
  - Reconciling accounts
  - Auditing financial reports
  - Continuously tracking or monitoring the budget
  - Keeping the project's financial records in accordance with recognized standards
  - Carrying out other relevant activities
  - Implementing initiatives
- iii. Coordinating and managing the LDI Fund Launching and managing the publication of LDI Fund selection processes (for example, call for proposals)
- Managing the receipt of proponent proposals
  - Conducting preliminary screening of proponent proposals in accordance with formal selection criteria and making recommendations to the authority, as defined by the consultant
  - Screening short-listed proponents
  - Preparing and negotiating funding agreements
  - Managing the funding agreements with recipients (for example, ensuring sound financial management, risk management and risk-based management)
  - Making recommendations regarding payments to recipients
  - Supporting the delivery of sub-projects with technical expertise
  - Managing the integration of cross-cutting themes (for example, GE, environment and governance)
  - Coordinating the input and services of the technical advisers supporting the implementation and management of the LDI Fund
  - Leading the development and review of key project documents
  - Monitoring LDI Fund implementation, including conducting site visits and reviewing reports
  - Coordinating external project monitoring, assessment and audit activities
  - Providing other related services, as required
- iv. Obtain translation and interpreter services.
- v. Providing logistical services, such as arranging vehicle rentals or taxi services, making travel arrangements, and planning and managing events, training sessions, seminars, conferences and other activities
- vi. Coordinate the timely deployment of technical specialists to assist the recipient country government or agencies;
- vii. Procure goods and services, including contracting technical specialists to support DACD programming through local and international competitions;
- viii. Ensure the maintenance of a filing and record keeping system for PSAT;
- ix. Provide advice on finding permanent housing and obtaining utilities, security services, permits and other official documents;
- x. As needed, assist with local government requirements for documentation, visa and work permit processes and related services, including arranging for security, utilities, shipment clearance, vehicle registration and accommodations;
- xi. Develop a procurement plan as part of the IWP, AWP, and OPM;
- xii. Incorporate gender, environmental, and government considerations into procurement documents.

#### 4.1.3. Support staff

The **contractor** must provide the following support staff under the **contract**.

- 1 administrative assistant
- 1 financial/accounting assistant
- 1 records and general support clerk



#### 4.1.3.1 Administrative Assistant

Based full-time at the project site, the Administrative Assistant provides support to the contractor in the completion of administrative tasks including:

- Administering the bank of technical specialists, contracts and contribution agreements, under the Manager's coordination
- Supporting the contractor in the processing of **personnel** files
- Supporting **personnel** staffing actions and **technical specialist** procurement actions
- Carrying out operations related to the copy service, fax service and office inventory maintenance
- Supporting the FSSP Coordinator in the relationship with certain service providers, such as IT support and routine **services**
- Coordinating the work of the maintenance worker
- Managing the stock of stationery, office accessories and vehicle spare parts
- Performing various administrative support duties
- Providing other related **services**, as required
- Work with local organisations and establish links with these to support the LDI
- Coordinate the LDI activities with the other actors
- Provide all required support related to the LDI as required.

#### 4.1.3.2 Financial/Accounting Assistant

Based full-time at the project site, the Financial Assistant/Accountant provides support to the contractor in all PSAT financial matters. With tasks that include the following:

- Supporting management of local costs and **contracts**
- Recording and monitoring all expenditures
- Supporting management of **contracts** and contribution agreements
- Providing support to the FSSP Coordinator for project audit, analysis and oversight of the DLI projects
- In collaboration with the FSSP Coordinator, performing occasional financial analyses of the project, noting shortfalls and overruns, and proposing the necessary corrections
- Analyzing and verifying all accounts and all requests for payment, as well as supporting documentation
- Supporting the FSSP Coordinator in the production of financial reports
- Providing other related **services**, as required
- Support the FSSP Coordinator in the management and implementation of the LDI projects

#### 4.1.3.3 Records and general support Clerk

Based full time at the project site, the Records Clerk/General Assistant provides support to the contractor in the management of PSAT physical and electronic records and provides general support to all PSAT services. With tasks that include the following:

- Establishing a records management system for the FSSP
- Providing efficient information management (file creation, filing, archiving)
- Filing physical and electronic records on an ongoing basis
- Supporting the Administrative Assistant and the Financial/Accounting Assistant as required
- Ensuring proper maintenance of the record keeping and filing system for the FSSP's LDI Fund
- Providing other related **services**, as required

#### 4.2 Technical specialists



The funding envelope is reserved for the fields of competence of responsive **technical specialist services** to meet program and project needs in Mali and, as required, in Niger and Chad. These fields include, but are not limited to, GE, inclusive governance, human dignity (basic health, sexual and reproductive health and rights, education in emergencies, humanitarian assistance), child protection, environmental sustainability, the conflict and fragility lens, results-based management, conflict-sensitive analysis and communications. Fields of competence can change in the course of the FSSP in order to take account of **Canadian** international assistance priorities.

### 5.0 LANGUAGE REQUIREMENTS

The FSSP’s operating language of work is French. All briefings and reports described under section **8.0** that the **contractor** must provide to DFATD and other partners must be in French. DFATD may request translation to English.

### 6.0 SUPPORT TO BE PROVIDED BY DFATD

DFATD will make all necessary data, documentation and information available to the consultant.

### 7.0 DFATD MONITORING, MID-TERM REVIEWS AND EVALUATIONS

DFATD projects are subject to monitoring, mid-term reviews and evaluations at DFATD’s discretion. The **contractor** must cooperate in all cases.

A mid-term review of the FSSP may be carried out at the end of the second year or early in the third year of operations to assess the consultant’s performance.

At DFATD’s discretion, an FSSP management review may be conducted if DFATD believes that there are concerns or issues that need to be assessed or resolved.

### 8.0 DOCUMENTATION AND REPORTING

The **contractor** must prepare the following key project documents and submit them to the **technical authority** for review and approval in accordance with the timelines set out hereafter:

#### 8.1 Key FSSP documents and progress reports

All draft documents and reports are to be submitted in French to the **technical authority** for review and approval by means of one (1) electronic copy in Microsoft Word. All final documents and reports are to be submitted to the **technical authority** by means of one (1) electronic copy in Microsoft Word, unless otherwise specified by DFATD.

DFATD’s fiscal year runs from April 1 to March 31. The **contractor** must be able to provide any worksheet or calculation sheet in Microsoft Excel and any report in Adobe (\*.pdf) as requested.

Title	Description	Delivery Date
<b>Initial Work Plan (IWP)</b>	a) The IWP must provide a timeline and description of deliverables for key FSSP start-up activities: <ul style="list-style-type: none"> <li>a. project and administrative management</li> <li>b. procurement plan</li> <li>c. LDI plan</li> <li>d. draft work plan for 12 months from the date of <b>contract</b> award</li> <li>e. draft budget</li> </ul>	Within ninety (90) calendar days of <b>contract</b> signature



Title	Description	Delivery Date
	<p>f. risk management strategy</p> <p>b) The IWP contains a section on the communication strategy to publicize FSSP results and to acknowledge DFATD’s contribution. The strategy must address the following points: target groups in Canada and in the recipient country, estimated target population and communication methods to be used. The <a href="#">Visibility and Recognition Activities Planning Form</a> is to be included with the communication strategy.</p>	
<p><b>Operating Procedures Manual (OPM)</b></p>	<p>The <b>contractor</b> must develop an OPM that describes the FSSP policies and operating procedures and serves as a guide for FSSP <b>personnel</b>. The manual must clearly describe the FSSP <b>service</b> cycle (requisition, authorization, execution, invoicing and reporting). It must include, but is not limited to, the following:</p> <ol style="list-style-type: none"> <li>a. roles and responsibilities within the FSSP</li> <li>b. <b>personnel</b> and technical specialist management procedures</li> <li>c. safety and security protocols, including an emergency plan</li> <li>d. financial management procedures</li> <li>e. procurement policies and procedures, including: <ul style="list-style-type: none"> <li>• a description of procurement plans, including non-competitive and competitive selection processes and their threshold to procure goods and <b>services</b>, particularly technical specialist <b>services</b></li> <li>• the decision-making template</li> <li>• solicitation documents, proposed methods of solicitation and <b>contract</b> templates</li> </ul> </li> <li>f. <b>contract</b> management procedures</li> <li>g. information technology and information management systems</li> <li>h. a quality assurance system, including a regular process for reviewing the quality of <b>services</b> rendered</li> <li>i. FSSP reporting</li> <li>j. a protocol to mitigate risk of conflict of interest</li> <li>k. the safeguarding of information produced by technical specialists</li> </ol>	<p>Within ninety (90) calendar days of <b>contract</b> signature, updated annually</p>
<p><b>Operating Procedures Manual – Local Development Initiatives Fund (OPM-LDI Fund)</b> (prepared by the FSS Project Manager with the assistance of the FSSP Manager)</p>	<p>The <b>contractor</b> must develop an OPM that describes LDI policies and operating procedures, sets minimum compliance expectations and serves as a guide for FSSP <b>personnel</b>. It must include, but is not limited to, the following:</p> <ol style="list-style-type: none"> <li>a. a description of the call for proposals process, including the due diligence process to verify recipients’ financial and organizational capacity</li> <li>b. the contribution agreement and <b>contract</b> template</li> <li>c. the decision-making template</li> <li>d. roles and responsibilities within the FSSP</li> </ol>	<p>Within one hundred and eighty (180) calendar days of <b>contract</b> signature, updated annually at the same time as the AWP – must be in chronological order</p>



Title	Description	Delivery Date
	<ul style="list-style-type: none"> <li>e. the integration of relevant technical specialists (particularly GE expertise) into the review, identification and oversight of selected organizations or sub-projects proposed</li> <li>f. a process for building the capacity of local organizations</li> <li>g. a process for network and alliance building</li> <li>h. eligible organizations</li> <li>i. project eligibility criteria – multi-year funding</li> <li>j. project eligibility criteria – short-term projects</li> <li>k. financial and administrative guidelines</li> <li>l. reporting and monitoring</li> <li>m. documentation and records</li> <li>n. media and publication guidelines, including on visibility and recognition, drawing from the DFATD Visibility and Recognition Planning Form</li> </ul> <p>Annexes: Applicable forms (for example, proposal application form, proposal assessment sheet, project approval document, financial instrument, agreement tracking sheets, visibility and recognition activity planning form for local partners), and narrative and financial report templates</p>	
<p><b>Annual Work Plan (AWP)</b></p>	<ul style="list-style-type: none"> <li>a) The AWP defines the results to be achieved or worked on during the year and serves as a basis for assessing project performance against plans and conducting the variance analysis contained in progress reports. It should not be more than 30 pages in length (excluding annexes) and must include, but is not limited to, the following:               <ul style="list-style-type: none"> <li>i. executive summary</li> <li>ii. project context (which may change from year to year)</li> <li>iii. risk management strategy</li> <li>iv. results to be achieved during the year</li> <li>v. procurement plan, including a list of technical specialists to be hired for the year</li> <li>vi. detailed or updated budget, including financial projections with summary information for prior and future years</li> <li>vii. project management issues and matters, including significant events or changes that are planned during the year</li> <li>viii. risk management strategy</li> <li>ix. annexes</li> </ul> </li> <li>b) The AWP must also contain an update to the communication strategy to publicize program achievements and to acknowledge DFATD's contribution, particularly using the <a href="#">Visibility and Recognition Activities Planning Form</a>.</li> </ul>	<p>Within one hundred and eighty (180) calendar days of <b>contract</b> signature</p> <p>Subsequent AWP's are submitted as drafts by February 28 each year, leading to final approval by the <b>technical authority</b> by the end of March.</p>



Title	Description	Delivery Date
	As most FSSP <b>services</b> are demand-driven, the Level of Effort is an estimation and will be updated (as necessary) on a quarterly or semi-annual basis.	
<b>Semi-annual narrative reports</b>	<p>The semi-annual narrative report (maximum of 10 pages) notes progress on activities for the previous 6 months. It must include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>a. executive summary</li> <li>b. report on key project activities</li> <li>c. problems and difficulties encountered, if any, and remedial action taken or to be taken</li> <li>d. analysis of changes made or to be made to any important aspect of the project, for the purpose of consultation with DFATD</li> <li>e. planned activities for the next period or required updates to the AWP</li> <li>f. management issues</li> <li>g. comments on risks encountered or new risks identified</li> <li>h. summary analysis of support provided by technical specialists whose <b>services</b> were procured by the FSSP</li> <li>i. any other important issues affecting project implementation</li> </ul>	Within forty-five (45) calendar days of September 30
<b>Annual narrative progress report</b>	<p>The annual narrative progress report (maximum of 20 pages) summarizes project activities and progress toward expected outcomes. It must include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>a. executive summary</li> <li>b. coordination and networking activities and results</li> <li>c. program planning, and project monitoring and results</li> <li>d. administrative and procurement <b>services</b>, logistical support and results</li> <li>e. problems and difficulties encountered and remedial actions taken or to be taken, as well as results</li> <li>f. management issues and results</li> <li>g. <b>services</b> delivered, including a list of all technical specialists whose <b>services</b> were procured and a summary of their support, as well as a list of events organized</li> <li>h. comments on risk assessment and an updated risk management strategy, if appropriate</li> <li>i. a summary analysis of support provided by technical specialists whose <b>services</b> were procured by the FSSP</li> <li>j. any other important issues affecting project implementation</li> <li>k. lessons learned and recommendations</li> <li>l. a report on the communication strategy, including submission of the Visibility and Recognition Activities Reporting Form</li> <li>m. annexes</li> </ul>	Within forty-five (45) calendar days of March 31



Title	Description	Delivery Date
<p><b>Final narrative report</b></p>	<p>The final narrative report not only includes a summary of previous reports as well as the final financial report, but also provides information on program design, methodology and delivery, success factors, lessons learned and the like. The report is a stand-alone document that can be used as a core source of information or corporate memory and can help validate evaluations. In order to be concise, it is suggested that the report be approximately 50 pages and not exceed 75 pages (excluding annexes).</p> <p>The final detailed report comprises 11 sections (including annexes):</p> <ol style="list-style-type: none"> <li>a. <b>Executive summary</b> (not more than 5 pages)</li> <li>b. <b>Introduction</b> – how the document is structured and designed (1 page)</li> <li>c. <b>Project summary</b> (1 to 3 pages) <ul style="list-style-type: none"> <li>• project rationale and justification: identification of direct and indirect beneficiaries and clients</li> <li>• governance structure</li> <li>• brief project structure</li> </ul> </li> <li>d. <b>Project context</b> – analysis of the project context (external, internal and political considerations) and the positive or negative impact on project results and implementation</li> <li>e. <b>Project management</b> – assessment of project management approaches (governance, work planning, scheduling, procurement, logistics, finances, reporting) (3 to 6 pages)</li> <li>f. <b>Results delivered</b> – list of all technical specialists whose <b>services</b> were procured and a summary of their support, list of events organized, etc.</li> <li>g. <b>Risk management</b> – appraisal of the validity of the original risk assessment, changes in risk and risk response strategies during the life of the project (including whether any risk events occurred and what strategies were implemented to address them), and the positive or negative impact on project results and implementation (1 to 3 pages)</li> <li>h. <b>Budget management</b> – brief analysis of initial budget forecasts as set out in the <b>contract</b>, compared with actual disbursements, for the project as a whole and for each of the main sets of activities (1 to 3 pages)</li> <li>i. <b>Success factors</b> – analysis of the success factors: (a) relevance, (b) appropriateness of design, (c) innovation, (d) appropriateness of resource use, and (e) informed and timely action (5 to 10 pages)</li> <li>j. <b>Lessons learned and recommendations</b> – lessons learned from the project that will be useful for DFATD to consider in planning other projects of this nature (3 to 5 pages)</li> </ol>	<p>Within sixty (60) calendar days of the end of project activities</p>



Title	Description	Delivery Date
	k. <b>Report on the communication strategy</b> , including the submission of the <a href="#">Visibility and Recognition Activities Reporting Form</a> l. <b>Annexes</b>	

## 8.2 Financial and procurement (F&P) reports

Financial reports are to be submitted in three (3) hard copies and one (1) electronic copy in Microsoft Excel (version 97-2003 or newer) and in Adobe (\*.pdf), in French, unless otherwise specified by DFATD.

Title	Description	Delivery Date
<b>Quarterly F&amp;P reports</b>	Quarterly F&P reports include the following, among other information: <ol style="list-style-type: none"> <li>costs incurred throughout the period covered by the report</li> <li>procurement transactions undertaken</li> <li>year-to-date costs as at the date of the report (amount and percentage)</li> <li>analytical comments on significant variances (+/-10%) between forecast and actual expenditures, as they relate to the successes or problems encountered, and actions taken, as well as consequences on financial forecasting for the next quarter</li> <li>an estimate of the costs required to complete the activities versus the <b>contractual</b> amounts</li> <li>cost estimate for the period to be covered in the next report</li> </ol>	Within thirty (30) calendar days of the end of every quarter according to DFATD's fiscal year
<b>Annual F&amp;P report</b>	The annual F&P report must take a full-year perspective on the project and must be closely tied to the appropriate AWP and to the costs of the activities. Among all the other elements, it must include the following details: <ol style="list-style-type: none"> <li>a comparison between the forecast and actual expenditures or procurement transactions for the fiscal year just ended</li> <li>costs incurred throughout the period covered by the report</li> <li>interest earned on advances, if applicable</li> <li>estimate of the costs required to complete the activities and achieve the planned results under the <b>contract</b></li> <li>a forecast for the upcoming fiscal year, that is, the projected cost of the activities described in the AWP</li> <li>an analysis of significant variances (+/-10%) during the fiscal year</li> </ol>	Within forty-five (45) calendar days from March 31, together with the annual progress report
<b>Final F&amp;P report</b>	In addition to the details presented in the annual F&P report, the project's final F&P report must present an account of actual disbursements throughout the life of the project based on a line-item breakdown, compared against the <b>contract</b> basis of payment. The final F&P report must also include the following: <ol style="list-style-type: none"> <li>an explanation of variances</li> <li>key financial issues arising during the life of the project</li> </ol>	Within sixty (60) calendar days of the end of project activities



Title	Description	Delivery Date
	c. pertinent lessons learned relating to financial management and procurement	

## 9.0 ENVIRONMENT

The **contractor** must notify DFATD if any project components are added that could have potential environmental effects. In such case, the department may take necessary action to avoid any risk of significant negative impact on the environment. All activities must be in line with local and international environmental standards and laws.



**ANNEX “B” – BASIS of PAYMENT**

Available Funding

Maximum available funding for the resulting Contract, is inclusive of the estimated travel amount identified in the Resulting Contract clause 6.7.2.1 Limitation of Expenditures for Authorized Travel and Living Expenses and excluding Applicable Taxes	\$ 8,716,814.00 CAN
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Proposals valued in excess of this amount will be considered non-responsive. This disclosure does not commit DFATD to pay the maximum funding available.

The Bidder must complete only the pricing schedule of Annex B and include it in its financial bid.

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada’s future usage of the services described in the bid solicitation will be consistent with this data

**Definition of a Day/Proration**

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

**(Hours worked x applicable All inclusive daily rate) ÷ 7.5 hours**

- i. All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- ii. No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

**TABLE 1A – PERSONNEL FEES YEAR 1**

For the Personnel based in the Contractor or Personnel's home country or on short-term assignment in the Recipient Country, the fees for the portion of time directly related to the performance of the services are inclusive of all overhead and profit.

PERSONNEL	NAME OF PROPOSED RESOURCE	DAYLY RATE	ESTIMATED LEVEL OF EFFORT	TOTAL \$CAN
FSSP Manager			220	
FSSP Coordinator			220	
Administrative Assistant			220	
Financial/ Accounting Assistant			220	
Records and general support Clerk			220	
<b>Sub-total, \$CAN</b>				



**TABLE 1B: OPERATIONAL COSTS YEAR 1**

OPERATIONAL COSTS	FIRM ALL-INCLUSIVE MONTHLY RATE, \$ CAN	NUMBER OF MONTHS	SUB-TOTAL, CAN \$
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		12	

**TABLE 2A – PERSONNEL FEES YEAR 2**

For the Personnel based in the Contractor or Personnel's home country or on short-term assignment in the Recipient Country, the fees for the portion of time directly related to the performance of the services are inclusive of all overhead and profit.

PERSONNEL	NAME OF PROPOSED RESOURCE	DAILY RATE	ESTIMATED LEVEL OF EFFORT	TOTAL \$CAN
FSSP Manager			220	
FSSP Coordinator			220	
Administrative Assistant			220	
Financial/Accounting Assistant			220	
Records and general support Clerk			220	
<b>Sub-total, \$CAN</b>				

**TABLE 2B: OPERATIONAL COSTS YEAR 2**

OPERATIONAL COSTS	FIRM ALL-INCLUSIVE MONTHLY RATE, \$ CAN	NUMBER OF MONTHS	SUB-TOTAL, CAN \$
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		12	



**TABLE 3A – PERSONNEL FEES YEAR 3**

For the Personnel based in the Contractor or Personnel's home country or on short-term assignment in the Recipient Country, the fees for the portion of time directly related to the performance of the services are inclusive of all overhead and profit.

PERSONNEL	NAME OF PROPOSED RESOURCE	DAILY RATE	ESTIMATED LEVEL OF EFFORT	TOTAL \$CAN
FSSP Manager			220	
FSSP Coordinator			220	
Administrative Assistant			220	
Financial/ Accounting Assistant			220	
Records and general support Clerk			220	
<b>Sub-total, \$CAN</b>				

**TABLE 3B: OPERATIONAL COSTS YEAR 3**

OPERATIONAL COSTS	FIRM ALL-INCLUSIVE MONTHLY RATE, \$ CAN	NUMBER OF MONTHS	SUB-TOTAL, CAN \$
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		12	

**TABLE 4A – PERSONNEL FEES YEAR 4**

For the Personnel based in the Contractor or Personnel's home country or on short-term assignment in the Recipient Country, the fees for the portion of time directly related to the performance of the services are inclusive of all overhead and profit.

PERSONNEL	NAME OF PROPOSED RESOURCE	DAILY RATE	ESTIMATED LEVEL OF EFFORT	TOTAL \$CAN
FSSP Manager			220	
FSSP Coordinator			220	
Administrative Assistant			220	
Financial/ Accounting Assistant			220	



Records and general support Clerk			220	
			<b>Sub-total, \$CAN</b>	

**TABLE 4B: OPERATIONAL COSTS YEAR 4**

OPERATIONAL COSTS	FIRM ALL-INCLUSIVE MONTHLY RATE, \$ CAN	NUMBER OF MONTHS	SUB-TOTAL, CAN \$
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		12	

**TABLE 5A – PERSONNEL FEES YEAR 5**

For the Personnel based in the Contractor or Personnel's home country or on short-term assignment in the Recipient Country, the fees for the portion of time directly related to the performance of the services are inclusive of all overhead and profit.

PERSONNEL	NAME OF PROPOSED RESOURCE	DAILY RATE	ESTIMATED LEVEL OF EFFORT	TOTAL, \$CAN
FSSP Manager			220	
FSSP Coordinator			220	
Administrative Assistant			220	
Financial/Accounting Assistant			220	
Records and general support Clerk			220	
			<b>Sub-total, \$CAN</b>	

**TABLE 5B: OPERATIONAL COSTS YEAR 5**

OPERATIONAL COSTS	FIRM ALL-INCLUSIVE MONTHLY RATE, \$ CAN	NUMBER OF MONTHS	SUB-TOTAL, \$CAN
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		12	



**TABLE 6 – TECHNICAL SPECIALISTS LIMITATION OF EXPENDITURE**

<b>TECHNICAL SPECIALISTS</b>	<b>SUB-TOTAL, \$CAN</b>
Limitation of Expenditure – Technical specialists	3 630 000,00

**TABLE 7 – LOCAL DEVELOPMENT INITIATIVES- LIMITATION OF EXPENDITURE**

<b>LIMITATION OF EXPENDITURE LOCAL DEVELOPMENT INITIATIVES</b>	<b>Sub-total, \$CAN</b>
Actual eligible and reasonable disbursements incurred by the Contractor that are directly related to the implementation of the Local Development Initiatives. Eligible expenses are those listed under the Guidance on Eligible Costs for Development Initiatives found at: <a href="http://international.gc.ca/world-monde/funding-financement/eligible_costs_guidance-directives_cout_admissibles.aspx?lang=eng">http://international.gc.ca/world-monde/funding-financement/eligible_costs_guidance-directives_cout_admissibles.aspx?lang=eng</a> , and are applicable to the recipient organization’s activities with the exclusion of the “Allowance for Indirect/Overhead Costs” (items 1.7 and 1.8 of the guidance) which is not an eligible cost	1 000 000,00

**TABLE 8 – LIMITATION OF EXPENDITURE FOR AUTHORIZED TRAVEL AND LIVING EXPENSES**

<b>EXPENDITURE FOR AUTHORIZED TRAVEL AND LIVING EXPENSES</b>	<b>SUB-TOTAL, CAN \$</b>
Limitation of Expenditure for Authorized Travel and Living Expenses	250,000.00
	<b>TOTAL CAN \$ Excluding Taxes</b>
<b>(Table 1A +Table 1B + Table 2A + Table 2B + Table 3A + Table 3B +Table 4A + Table 4B + Table 5A + Table 5B + Table 6 + Table 7 + Table 8)</b>	



# ANNEX "C" - SECURITY REQUIREMENTS CHECK LIST



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

## SECURITY REQUIREMENTS CHECK LIST (SRCL) / LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVER®)

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction
Affaires mondiales Canada		WGM / WWL
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail		
Projet de services d'appui sur terrain (PSAT) pour fournir des services de conseils, d'analyses et d'approvisionnement en biens et services en appui à la planification, à la mise en oeuvre et au suivi des projets, en soutien à la programmation de développement du Canada au Mali et, selon les besoins, Niger et Tchad.		
5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui		
5. c) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui		
5. d) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui		
5. e) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 950-103(2004/12)

Security Classification / Classification de sécurité





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PART A (continued) / PARTIE A (suite)
PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)
PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité





Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉE			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COMSEC TOP SECRET	PROTECTED / PROTÉGÉ	CONFIDENTIAL	SECRET	TOP SECRET		
				CONFIDENTIAL		TOP SECRET	NATO DIFFUSION RESTRICTED	NATO CONFIDENTIAL		COMSEC TOP SECRET	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET
Information / Assets / renseignements / biens																
Production																
IT Media / Support IT / média / support																
IT Media / Support IT / média / support																
IT Media / Support IT / média / support																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

**3. Organization Project Authority / Chargé de projet de l'organisme**

Name (print) - Nom (en lettres moulées) Julienne Uwamariya		Title - Titre Agent de programme - WWL	Signature Uwamariya, Julienne <small>Digitally signed by Uwamariya, Julienne Date: 2021.08.16 11:32:19 -0400</small>
Telephone No. - N° de téléphone 613-716-6722	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel julienne.uwamariya@international.gc.ca	Date 2021-08-18

**4. Organization Security Authority / Responsable de la sécurité de l'organisme**

Name (print) - Nom (en lettres moulées) Dejan Nuic		Title - Titre Manager, Personnel Security Screening and Contracting	Signature nuic, Dejan <small>Digitally signed by nuic, Dejan Date: 2021.08.18 14:07:26 -04'00'</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel dejan.nuic@international.gc.ca	Date

5. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? / Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?  No /  Yes

**6. Procurement Officer / Agent d'approvisionnement**

Name (print) - Nom (en lettres moulées) Julie Brosseau		Title - Titre Agente principale des services de gestion des marchés - SPBC	Signature Brosseau, julie <small>Digitally signed by Brosseau, Julie Date: 2021.08.21 09:54:27 -0400</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

**7. Contracting Security Authority / Autorité contractante en matière de sécurité**

Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
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## ANNEX "D" - EVALUATION CRITERIA

### Instructions for Bidders

- If more projects or assignments are included than, the number stipulated in a requirement, DFATD will only consider the specified number in order of presentation.

### Definitions

For the purpose of this RFP, the following definitions apply to the requirements:

- The terms **at least** or **minimum** represent the minimal expectations of a requirement. No points will be given if the minimal expectation is not demonstrated.
- **Developing Country(ies)**: any country(ies) or territory(ies) listed in the OECD DAC list of Official Development Assistance (ODA) Recipients. It is available on the following webpage:  
<http://www.oecd.org/dac/stats/documentupload/DAC%20List%20of%20ODA%20Recipients%202014%20final.pdf>
- **International Development Assistance Stakeholder(s)**: includes the following types of organizations involved in International Development: Civil Society Organizations (CSO's); the private sector; multilateral organizations; donors; as well as local or national governments.
- **International Development Project**: relates to a project whose mandate is to support the achievement of the sustainable development goals (SDGs) in Developing Countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world.
- **Local Development Initiatives** or **LDI**: is the provision of funding for local development or knowledge acquisition or exchange selected through a specific mechanism (e.g., preliminary call for proposals or unsolicited proposal) that would help increase the knowledge and relevance of the program or respond to the needs and priorities of the host government.
- **Project Country**: Mali.
- **Project Region**: Niger and Tchad.

Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
<b>Technical Component</b>			
<b>A - PERSONNEL</b>			
For the purpose of the requirements under A) Personnel, the term 'Assignment' is defined as a mandate with specific duties, deliverables and a specific period. An assignment can be part of a full-time job.			
<b>R1</b>	<b>FSSP Manager</b>		
	The Bidder should describe the proposed individual's academic qualifications and experience in project management for the position of FSSP Manager.		
<b>R1.1</b>	<b>Academic Qualifications</b>	/15	
	Highest level of education completed in a relevant discipline in a recognized institution: <ul style="list-style-type: none"> <li>• Post-graduate degree (i.e. higher than bachelor): 15 points;</li> <li>• Undergraduate degree (i.e. bachelor</li> </ul>		



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<p>or equivalent): 5 points; per degree, up to a maximum of 15 points</p> <p>For the purpose of this criterion:</p> <ul style="list-style-type: none"> <li>• “relevant discipline” is defined as a discipline related to political sciences, law, international development, economics, finance, business administration, project management, social sciences, engineering, applied sciences.</li> <li>• “Recognized institution” is defined as a public, non-governmental or private entity that has been given full or limited authority to grant degrees by an act of the relevant legislature.</li> </ul>		
<b>R2</b>	<p><b>Demonstrated Experience in Project Management</b></p> <p>In order to demonstrate this criterion:</p> <p>a) The proposed Assignment(s) should demonstrate that the proposed individual has experience:</p> <ul style="list-style-type: none"> <li>• performing project management duties; AND,</li> <li>• working with an International Development Assistance Stakeholder(s) or on an International Development project(s); AND,</li> </ul> <p>b) Assignment(s) should have been carried out by the proposed individual in-country, in a Developing Country; AND,</p> <p>c) Only Assignment(s) started on or after January 1st 2011 will be considered for evaluation; AND,</p> <p>d) Assignment(s) should be at least twelve (12) months in duration.</p> <p>If the Bidder does not demonstrate that an Assignment satisfies elements a) to d) above, the Assignment will not be considered for evaluation.</p>		
R2.1	<p><u>Duration</u> of cumulative experience. The months where the Assignments overlap are counted once:</p> <ul style="list-style-type: none"> <li>• From 60 months to less than 74 months: 9 points;</li> <li>• From 74 months to less than 120 months: 12 points;</li> <li>• 120 months or more: 25 points.</li> </ul>	/25	
R2.2	<p><u>Maximum average annual budget managed</u> by the proposed individual on an Assignment (up to a maximum of 5 points):</p> <ul style="list-style-type: none"> <li>• From \$500,000 CAD to less than \$1 million CAD: 2 points;</li> <li>• From \$1 million CAD to less than \$1.5 million CAD: 3 points;</li> </ul>	/5	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<ul style="list-style-type: none"> <li>\$1.5 million CAD or more: 5 points.</li> </ul> <p>Only budget expressed in Canadian dollars (\$CAD) will be considered.</p>		
R2.3	<p>Demonstrated experience <u>working</u> with different types of International Development Assistance Stakeholders on different International Development Projects:</p> <ul style="list-style-type: none"> <li>2 different types of stakeholders: 1 point;</li> <li>3 different types of stakeholders: 3 points;</li> <li>5 different types of stakeholders or more: 6 points.</li> </ul> <p>An additional 3 point if the proposed individual worked with different types of International Development Assistance Stakeholders in Project Country or one of the Project Regions.</p> <p>2 points per International Development Project managed in the Project Country or one of the Project Regions (up to a maximum of 6 points).</p>	/15	
R2.4	<p>Demonstrated experience <u>managing</u> the provision of the following <u>types of services</u> (1 point per activity, up to 5 points per type of service):</p> <p>Types of services include:</p> <ul style="list-style-type: none"> <li>Administrative services;</li> <li>Procurement services;</li> <li>Financial services;</li> <li>Logistical services;</li> <li>Management and administration services of Local Development Initiatives Funds.</li> </ul>	/25	
R2.5	<p>Demonstrated experience <u>in managing the development operational documents</u>, including but not limited to: manuals, procedures, policies or templates related to the following types of documents: Project management, administrative, procurement, financial, logistical and Management and administration services of Local Development Initiatives Funds. (2 points per document)</p>	/10	
	<b>Total – Project Manager</b>	<b>/95</b>	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
<b>R3</b>	<p><b>FSSP Coordinator</b></p> <p>The Bidder should describe the proposed individual's academic qualifications and experience performing project services coordination for the position of FSSP Coordinator.</p>		
R3.1	<p><b>Academic Qualifications</b></p> <p>Highest level of education completed in a relevant discipline in a recognized institution (up to a maximum of 5 points):</p> <ul style="list-style-type: none"> <li>• Post-graduate degree (i.e. higher than bachelor): 5 points</li> <li>• Undergraduate degree (i.e. bachelor or equivalent): 2.5 points per degree, up to a maximum of 5 points</li> </ul> <p>For the purpose of this criterion:</p> <ol style="list-style-type: none"> <li>1. "relevant discipline" is defined as a discipline related to business, finance, accounting or management.</li> <li>2. "recognized institution" is defined as a public, non-governmental or private entity that has been given full or limited authority to grant degrees by an act of the relevant legislature.</li> </ol>	/5	
R3.2	<p><b>Additional Training</b> (1 point per additional training)</p> <p>Additional training completed in the ten (10) years prior to the RFP Closing Date : courses, certificates or diplomas not part of the education evaluated in 2.1.1, in one of the following fields:</p> <p>Only additional training delivered by a Recognized Educational Institution will be considered.</p> <p>Relevant fields:</p> <ul style="list-style-type: none"> <li>• Project management;</li> <li>• Public administration;</li> <li>• Procurement management;</li> <li>• Results-based management;</li> <li>• Human resources management.</li> </ul>	/5	
<b>R4</b>	<p><b>Demonstrated Experience as FSSP Coordinator</b></p> <p>In order to demonstrate this criterion:</p> <ol style="list-style-type: none"> <li>a) The proposed Assignment(s) should demonstrate that the proposed individual has experience <ul style="list-style-type: none"> <li>• performing project coordination implementation, and management of a Local</li> </ul> </li> </ol>		



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<p>Development Initiatives Funds; AND,</p> <ul style="list-style-type: none"> <li>• working with an International Development Assistance Stakeholder(s) or on an International Development project(s); AND,</li> </ul> <p>b) Assignment should have been carried out by the proposed individual in-country, in a Developing Country; AND,</p> <p>c) Only Assignment(s) started on or after January 1st 2011 will be considered for evaluation; AND,</p> <p>d) Assignment(s) should be at least six (6) months in duration.</p> <p>If the Bidder does not demonstrate that an Assignment satisfies elements a) to d) above, the Assignment not be considered for evaluation.</p>		
R4.1	<p><u>Duration</u> of cumulative experience. The months where the Assignment(s) overlap are counted once (up to a maximum of 5 points):</p> <ul style="list-style-type: none"> <li>• From 12 months to less than 24 months: 2 points;</li> <li>• From 24 months to less than 48 months: 4 points;</li> <li>• 48 months or more: 9 points.</li> </ul> <p>Additional 1 point for at least 12 months of cumulative in-country experience in the Project Country.</p>	/10	
R.4.2	<p>Demonstrated experience providing the following <u>type of services</u> (2 point per activity, up to 10 points per type of services):</p> <p>Relevant services include:</p> <ul style="list-style-type: none"> <li>i) Coordination of Local Development Initiative Funds;</li> <li>ii) Local Development Initiatives monitoring and reporting.</li> </ul>	/20	
R4.3	<p>Demonstrated experience coordinating the provision of the following types of services (1 point per activity, up to 5 points per type of service):</p> <p>Relevant types of services include:</p> <ul style="list-style-type: none"> <li>i) Procurement services;</li> <li>ii) Financial services;</li> <li>iii) Logistical services.</li> </ul>	/15	
	<b>Total – FSSP Coordinator</b>	/55	
	<b>Total for Requirement A) PERSONNEL (Total – Project Manager + Total – FSSP Coordinator)</b>	<b>/150</b>	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<b>PASSING MARK FOR A) PERSONNEL (60%) 90 points</b>		
<b>B)</b>	<b>BIDDER'S EXPERIENCE</b>		
<b>R5</b>	<p>The Bidder should provide two (2) different projects demonstrating its experience providing administrative, procurement, financial, logistical, Local Development Initiative funds management and implementation:</p> <p>For the purpose of this requirement, the term 'project' is defined as a contract, agreement or arrangement signed by the Bidder individually or in a consortium to provide the services.</p> <p>To be considered eligible, any project presented for the experience of the Bidder should:</p> <ol style="list-style-type: none"> <li>have started on or after January 1<sup>st</sup> 2011, or in case of a current ongoing project, have been at least 70% completed in terms of total value or implemented for at least one (1) year; AND,</li> <li>be at least one (1) year in duration; AND,</li> <li>include the provision of at least three (3) types of the following services: (1) administrative; (2) financial; (3) procurement; (4) logistical; (5) local fund management; AND,</li> <li>have a total project value of at least \$1,000,000 CAD; AND,</li> <li>be carried-out in a Developing Country; AND,</li> <li>be an International Development Project.</li> </ol> <p>If the Bidder does not demonstrate that the project satisfies elements a) to f) above, no points will be allocated to the project.</p>		
R5.1	<p><u>Total project value:</u> (up to a maximum of 20 points per project)</p> <ul style="list-style-type: none"> <li>From \$1 million CAD to less than \$3 million CAD: 12 points;</li> <li>From \$3 million CAD to less than \$5 million CAD: 16 points;</li> <li>\$5 million CAD or more: 20 points.</li> </ul> <p>Only budgets expressed in Canadian dollars (CAD) will be considered for evaluation.</p>	/40	
R5.2	<p><u>Project Location:</u> (up to a maximum of 20 points per project).</p> <ul style="list-style-type: none"> <li>In a Developing Country: 12 points;</li> <li>In one of the countries of the Project Region: 16 points;</li> <li>In the Project Country: 20 points.</li> </ul>	/40	
R5.3	<p>Managing projects with different types of International Development Assistance Stakeholder(s): (up to a maximum of 5 points per project).</p>	/10	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<ul style="list-style-type: none"> <li>• 2 different types of stakeholders: 2 points;</li> <li>• 3 different types of stakeholders: 4 points;</li> <li>• 4 different types of stakeholders or more: 5 points.</li> </ul>		
R5.4	<p><b>Experience Providing Services</b></p> <p>(1 point per activity, up to 5 points per type of services, up to a maximum of 25 points per project).</p> <p>For the purpose of this criterion, the Bidder should describe activities demonstrating its experience for each type of services.</p> <p>Relevant types of services include:</p> <ul style="list-style-type: none"> <li>i) Administrative Services;</li> <li>ii) Procurement Services;</li> <li>iii) Financial Services;</li> <li>iv) Logistical Services.</li> <li>v) Local Development Initiatives fund management and implementation.</li> </ul>	/50	
	<p>Total R5 - Experience Providing Services <b>TOTAL FOR B) EXPERIENCE OF THE BIDDER</b></p>	<b>/140</b>	
<b>C)</b>	<b>PROPOSED METHODOLOGY</b>		
<b>R6</b>	<b>Proposed Methodology</b>		
	The Bidder should describe its proposed methodology for managing the FSSP.		
R6.1	<p><b>Procurement and Contract Administration Procedures</b></p> <p>The Bidder should describe the proposed procurement and contract administration procedures in relation to the procurement of individual consulting services under the Technical Specialist envelope.</p> <p>(2 points per element, up to 10 points per type of procedure, up to a maximum of 30 points)</p> <p>The procedures should explain elements that:</p> <ul style="list-style-type: none"> <li>• Take into consideration the local context and constraints;</li> <li>• Ensure procurement will be conducted in a transparent, fair and</li> </ul>	/30	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number
	<p>competitive manner; and,</p> <ul style="list-style-type: none"> <li>• Demonstrate how Technical Specialist contracts will be effectively administered to respond to client needs and standards.</li> </ul>		
R6.2	<p><b>Financial Management</b></p> <p>The Bidder should describe the proposed approach to ensure financial management (1 point per element, up to 5 points per category, up to a maximum of 25 points). The proposed approach should include the following categories:</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities;</li> <li>• Adherence to applicable laws and standards;</li> <li>• Budget planning and reporting;</li> <li>• Disbursement/payment mechanisms; and,</li> <li>• Control mechanisms or checkpoints.</li> </ul>	/25	
R6.3	<p><b>Logistical Services</b></p> <p>The Bidder should describe the proposed approach for the provision of logistical services (1 point per element, up to 5 points per category) The proposed approach should include the following categories:</p> <ul style="list-style-type: none"> <li>• Travel Support Services;</li> <li>• Event Organization Services;</li> <li>• Vehicule Management Services.</li> </ul>	/15	
R6.4	<p><b>Management Approach</b></p> <p>The Bidder should describe the proposed management approach with respect to the following categories.</p> <p>Points will be awarded based on the description of the elements under each category.</p> <p>Relevant categories described include:</p> <ol style="list-style-type: none"> <li>i) Managing Timelines (2 points for each element, up to a maximum of 10 points);</li> <li>ii) Methodology for Managing Client Satisfaction (1 point for each</li> </ol>	/15	



Criteria #	RATED EVALUATION CRITERIA	MAXIMUM Score	Proposal Reference with page number															
	element, up to a maximum of 5 points).																	
R6.5	<p><b>Risk Management Approach</b></p> <p>The Bidder should describe the proposed approach with respect to Risk Management.</p> <p>For each of the four (4) risks in the following table, the Bidder should identify each risk’s impacts on the FSSP Project and the proposed risk response measures. The Bidder will be awarded points for each risk impact that demonstrates an understanding of the risk and for each risk response that provides an effective measure to mitigate the risk.</p> <p>The scoring guidelines details included in the table below will be used to evaluate the four (4) risks.</p> <table border="1" data-bbox="318 1031 813 1938"> <thead> <tr> <th data-bbox="318 1031 483 1094">Risks</th> <th colspan="2" data-bbox="483 1031 813 1094">Point Allocation</th> </tr> <tr> <td data-bbox="318 1094 483 1188"></td> <th data-bbox="483 1094 647 1188">Risk Impacts</th> <th data-bbox="647 1094 813 1188">Risk Responses</th> </tr> </thead> <tbody> <tr> <td data-bbox="318 1188 483 1465">Risk 1: Coordination challenges (up to a maximum of 10 points)</td> <td data-bbox="483 1188 647 1465">up to 2 points per risk impact, up to a maximum of 4 points.</td> <td data-bbox="647 1188 813 1465">up to 2 points per risk response, up to a maximum of 6 points.</td> </tr> <tr> <td data-bbox="318 1465 483 1772">Risk 2: Insecurity and potential social conflicts (up to a maximum of 7 points)</td> <td data-bbox="483 1465 647 1772">up to 1 point per risk impact, up to a maximum of 3 points.</td> <td data-bbox="647 1465 813 1772">up to 1 point per risk response, up to a maximum of 4 points.</td> </tr> <tr> <td data-bbox="318 1772 483 1938">Risk 3: Volatile economies (up to a</td> <td data-bbox="483 1772 647 1938">up to 1 point per risk impact, up to a</td> <td data-bbox="647 1772 813 1938">up to 1 point per risk response, up to a</td> </tr> </tbody> </table>	Risks	Point Allocation			Risk Impacts	Risk Responses	Risk 1: Coordination challenges (up to a maximum of 10 points)	up to 2 points per risk impact, up to a maximum of 4 points.	up to 2 points per risk response, up to a maximum of 6 points.	Risk 2: Insecurity and potential social conflicts (up to a maximum of 7 points)	up to 1 point per risk impact, up to a maximum of 3 points.	up to 1 point per risk response, up to a maximum of 4 points.	Risk 3: Volatile economies (up to a	up to 1 point per risk impact, up to a	up to 1 point per risk response, up to a	/25	
Risks	Point Allocation																	
	Risk Impacts	Risk Responses																
Risk 1: Coordination challenges (up to a maximum of 10 points)	up to 2 points per risk impact, up to a maximum of 4 points.	up to 2 points per risk response, up to a maximum of 6 points.																
Risk 2: Insecurity and potential social conflicts (up to a maximum of 7 points)	up to 1 point per risk impact, up to a maximum of 3 points.	up to 1 point per risk response, up to a maximum of 4 points.																
Risk 3: Volatile economies (up to a	up to 1 point per risk impact, up to a	up to 1 point per risk response, up to a																



Criteria #	RATED EVALUATION CRITERIA			MAXIMUM Score	Proposal Reference with page number
	maximum of 5 points)	maximum of 2 points.	maximum of 3 points.		
	Risk 4: Vulnerability to natural disasters (up to a maximum of 3 points).	up to 1 point per risk impact, up to a maximum of 1 point.	up to 1 point per risk response, up to a maximum of 2 points.		
	<b>Total R6 – Proposed Methodology TOTAL FOR C) PROPOSED METHODOLOGY</b>			<b>/110</b>	
	<b>TOTAL – TECHNICAL COMPONENT (A)PERSONNEL+ (B)BIDDER’S EXPERIENCE + (C)PROPOSED METHODOLOGY</b>			<b>/400</b>	
	<b>TECHNICAL COMPONENT PASSING MARK (60%) 240POINTS</b>				



**ANNEX "E" - MANDATORY VACCINATION CERTIFICATION FORM**

Please complete the required information in the document hereunder.

<b>Name of Representative (insert first and last name)</b>	<b>Business/Company Name</b>
<p>I, as the Bidder/Contractor with the Department of Foreign Affairs, Trade and Development Canada listed in Annex E-1, I warrant and certify that all personnel, including any subcontracted personnel, who will provide services, who access federal government workplaces or has any contact with public servants will be:</p> <ul style="list-style-type: none"> <li>Fully vaccinated against COVID-19 with Health Canada-approved COVID-19 vaccine(s) or vaccines approved for emergency or ongoing use by the World Health Organization (WHO), as of November 15, 2021; or</li> <li>Subject to accommodation and mitigation measures, as of November 15, 2021, that have been presented to and approved by Canada. This applies to personnel that are unable to be vaccinated due to a medical contraindication, religion or other prohibited grounds of discrimination under the <i>Canadian Human Right Act</i>;</li> </ul> <p>until such time that Canada indicates that the mandatory vaccination requirements of the Government of Canada are no longer in effect.</p> <p>I certify that the information provided is true, as of the date indicated below and will continue to be true for the duration of the Contract. I understand that the certifications provided to Canada are subject to verification at all times. I also understand that Canada reserves the right to declare the Contractor in default, if a certification is found to be untrue, whether made knowingly or unknowingly, during the contract period. Canada reserves the right to ask for additional information to verify the certifications. Failure to comply with any request or requirement imposed by Canada may constitute a default under the Contract.</p>	
<b>Title</b>	
<b>Telephone number</b>	<b>Email Address</b>
<b>Date (yy-mm-dd)</b>	<b>Signature</b>

People are considered fully vaccinated 14 days after they have either:

- Met the definition for fully vaccinated in the jurisdiction in which they currently reside (e.g. CBS posted abroad who have not yet returned to Canada and host government for locally engaged staff).
- Received one additional dose of an mRNA vaccine at least 28 days after a complete or incomplete course/series of a non-Health Canada authorized vaccine (e.g. may be applicable for public servants who were posted abroad who received a non-Health Canada authorized vaccination and have now returned to Canada).
- Received three doses of any COVID-19 vaccine regardless if they are Health Canada authorized vaccines or non-Health Canada authorized vaccines.
- Received both doses of a Health Canada authorized vaccine that requires 2 doses to complete the vaccination series.
- Received 1 dose of a Health Canada authorized vaccine that only requires 1 dose to complete the vaccination series (as of September 16, 2021): Janssen (Johnson & Johnson) COVID-19 vaccine.



- Received required doses of vaccines approved for emergency or ongoing use by the World Health Organization (WHO), as of November 15, 2021.

Vaccines on the World Health Organizations Emergency Utilization List can be used to meet the definitions of non-Health Canada authorized and fully vaccinated above.

[https://extranet.who.int/pqweb/sites/default/files/documents/Status\\_COVID\\_VAX\\_19August2021.pdf](https://extranet.who.int/pqweb/sites/default/files/documents/Status_COVID_VAX_19August2021.pdf)

Definitions will be adjusted if and as required when the National Advisory Committee on Immunization (NACI) makes any future recommendations. Where a host-government authority has mandated a vaccine that is not WHO listed, inclusion may be considered, based on medical advice to the Deputy Minister of Foreign Affairs or her delegate.

**The vaccination requirement does not apply to:**

- situations where federal employees must enter contractor facilities (for example, meetings or other work related activities);
- situations where contractor personnel are only required to access Department of Foreign Affairs, Trade and Development(DFATD) facilities occasionally (for example, weekly or ad hoc meetings, occasional work related activities).

<b>ANNEX E-1</b>			
<b>I warrant and certify :</b> (Indicate the following required information)			
<b>(a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>Will comply with the requirements<sup>3</sup></b>	<b>Requires Accommodations<sup>4</sup></b> <ul style="list-style-type: none"> <li>• the number of such personnel</li> <li>• the impacted work locations</li> <li>• the steps the contractor proposed to undertake to mitigate any associated risk (such as, regular rapid testing)</li> </ul>	<b>Does not require access to any federal government workplaces<sup>5</sup></b>	<b>Does not require contact with public servants on a regular basis</b>
<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

<sup>3</sup> While Canada reserves the right to ask for additional information at a later date to verify the certifications, please do not submit any personal information pertaining to your resources or employees, including proofs of vaccination through this certification request.

<sup>4</sup> Please do not provide any personal information, such as the name of an affected personnel or any specifics about an individual's medical contraindications or religious grounds with the Government of Canada contracting authorities.

<sup>5</sup> If option (c) is selected, you warrant and certify that no personnel, including subcontractors and their personnel, will require any access to federal government workplaces for the performance of this Contract. This includes temporary access, such as the access required for in-office delivery, installation or repair of goods, equipment or supplies.



**ANNEX "F" - FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY -  
CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\)-Labour's](#) website.

Date: \_\_\_\_\_(YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

**OR**

- A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity](#) (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint Venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

<sup>i</sup> The report of the U.S. Department of State on Mali summarizes the human rights situation in Mali in 2019 as follows: "Significant human rights issues included: reports of unlawful or arbitrary killings, including extrajudicial killings, by both government and nonstate actors; forced disappearance by government forces; torture by government forces; arbitrary detention by government forces; harsh and life-threatening prison conditions; the existence of criminal libel laws; substantial interference with the right of peaceful assembly; significant acts of corruption; unlawful recruitment and use of child soldiers by nongovernmental armed groups, some of which received support from the government; crimes involving violence against national and ethnic minorities; crimes involving violence or threats of violence targeting lesbian, gay, bisexual, transgender, or intersex (LGBTI) persons; violence against women and children, which was rarely investigated; slavery and trafficking in persons; and the disregarding of workers' rights through the use of exploitative labor, including child labor."